

**COMMISSION OF THE EUROPEAN COMMUNITIES**

**Directorate-General for Personnel and Administration**

# **GUIDE TO STAFF REPORTS**

**(Article 43 of the Staff Regulations)**

**November 1973**



## INTRODUCTORY NOTE

On 28 July 1971, after receiving the opinions of the Staff Regulations Committee and the Central Staff Committee, the Commission adopted new general implementing provisions concerning staff reports (Article 43 of the Staff Regulations). These provisions, which were applied to staff reports covering the period from 1 July 1969 to 30 June 1971, will apply also for the period from 1 July 1971 to 30 June 1973.

The Commission is aware that there are many facets to this complex subject and therefore also agreed to collate the rules governing staff reports with the procedural rules and practical recommendations for drawing them up, bringing them all together in one carefully ordered text so as to provide both those responsible for rendering staff reports and the officials covered by them with a genuine guide to the subject.

This guide, as drawn up and revised in collaboration with the Joint Committee on Staff Reports, is of general interest, for it concerns both those responsible for drafting the reports and the officials who are the subject of them.

The first and third chapters are respectively:

- (a) a summary of the general organization of the staff reports and an outline of the new procedure to be followed (white sheets);
- (b) a summary of the procedures by which officials may bring complaints before the Joint Committee on Staff Reports (green sheets).

The middle chapter, which is printed on yellow sheets, is the functional part of the guide.



Here, the authors' aim was to provide those responsible for drawing up the reports with a systematic set of instructions and data which must be followed if staff reports are to be rendered in the manner required by the Commission.

Staff reports affect a large number of officials; consequently, those drawing them up must follow a uniform approach. If we consider the objectivity and fairness which the officials being assessed in the reports are entitled to demand, such a uniform approach will only be possible if the assessors scrupulously follow the instructions set out in the guide. Indeed, the staff reports will only be meaningful if this is done.

The direct relation between the assessor and the person being assessed, in particular as regards dialogue and the formalities relating to it, are defined and commented on in the last section, from page to

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It may be found in practice that some particular situation is not covered by the guide. In this case the relevant administrative department will find a pragmatic solution. By following such cases up, through the individual contributions of everyone involved, it will be possible to make further improvements to the guide in the future.

A. Borschette



## GUIDE TO STAFF REPORTS

### GENERAL PLAN

- A. General arrangements for making staff reports.
- B. Establishment of staff reports.
- C. Consultation with the Joint Committee on Staff Reports.



A. GENERAL ARRANGEMENTS FOR MAKING STAFF REPORTS

A.1. Legal basis.

A.2. Purpose.

A.3. Procedure.



## A. ARRANGEMENTS FOR MAKING STAFF REPORTS

### A.1. LEGAL BASIS

The legal basis for rendering staff reports is provided by Article 43 of the Staff Regulations, which states that the ability, efficiency and conduct in the service of each official, with the exception of those in Grades A1 and A2, shall be the subject of a periodical report made at least once every two years.

The last staff reports drawn up in the Commission covered the period from 1 July 1969 to 30 June 1971. Staff reports must now, therefore, be drawn up for the period from 1 July 1971 to 30 June 1973, following the procedure decided on by the Commission at its meeting of 28 July 1971.

The revised general implementing provisions adopted by the Commission after consulting the Staff Regulations Committee and the Central Staff Committee are annexed to this document.

### A.2. PURPOSE

In order to realize how important staff reports are, their purpose should be considered in connection with the individual career of each official and with the smooth functioning of the institution.

#### The career of each official

In connection with the career of the officials who are the subject of staff reports, the purpose of the reports is made quite clear by Article 45 of the Staff Regulations, which states that promotion shall be exclusively by selection from officials eligible for promotion, after consideration of their comparative merits and of the reports on them. Thus, staff reports are one means by which the appointing

authority can compare the merits and abilities of the various officials in line for promotion to higher posts

For the official, the periodic staff report is not important solely in connection with promotion prospects. The various kinds of information which it provides periodically enable both the assessor and the person assessed to judge how far the latter's abilities are being properly used in his job, and in particular to decide whether the nature of his task is such that he can hope, both in the present and in the future, for the full job satisfaction which he is entitled to expect in his working life.

Discussion of the report between the assessor and the person assessed should give both of them an opportunity to consider the requirements of the service, their reasonable mutual expectations, and the changes in working and organizational methods which either of them may desire.

This discussion can give heads of department an excellent opportunity to become aware of certain human problems which might influence the individual work of the official or the work of the department to which he belongs. In this sense, the information contained in the report not only meets an obligation imposed by the Staff Regulations but can also contribute to making the department function better.

#### The smooth functioning of the institution

Staff reports provide an adequate source of general information on the institution's staff, on the quantity and quality of its work, and on job satisfaction. They also enable the institution to consider how the staff faces its tasks and responsibilities. Thus, staff reports play a fundamental role in assisting the institution to adjust its staff policy to requirements regarding recruitment, training and utilization.

Staff reports are therefore a very useful tool of personnel management. The staff reports for 1 July 1971 - 30 June 1973 should reveal the growing awareness of problems in this sphere over recent years. As the European institutions have changed, and particularly as the Commission has expanded, officials and the responsible authorities have felt acutely the need for a change in both the spirit and the practice of personnel management.

Naturally the rules which at present govern staff reports can still be improved.

Heads of department will therefore emphasize the importance which they attach to this aspect of their job by exercising the greatest possible care in assessing the staff under them.

### A.3. PROCEDURE

By introducing systematic consultation with the immediate superior of the official covered by the report, an appeal system and, above all the dialogue between the assessor and the person assessed, it has been possible to remove the misunderstandings which were the main source of the complaints received on previous occasions.

#### The single assessor

The report on each official is drawn up by a single assessor. Admittedly, this single assessor must consult certain other persons, but he alone is responsible for drawing up the report, in accordance with the general provisions for implementing Article 43 of the Staff Regulations and with the present Guide. It should be stated in particular that the assessor alone is responsible vis-à-vis the institution and the official who is the subject of the report for the assessments contained in it.

Objectivity will be sufficiently guaranteed by provision for the official of a right of appeal within the Directorate-General and his further right to appeal to the Joint Committee on Staff Reports, while the appeal procedures in Articles 90 and 91 of the Staff Regulations will also remain open.

Furthermore, the assessor must consult the immediate superior of the person whom he is assessing. In this way he can acquaint himself personally with his subject's ability, efficiency and conduct in the service. For his part, the subject of the report will find out exactly what his superior thinks of his work and what he expects of him for the future.

#### Dialogue between assessor and assessed

The dialogue between the assessor and the person assessed is obligatory. Analysis by the Joint Committee on Staff Reports of complaints received on earlier occasions has shown that most of them would have been unnecessary if those two persons had met when the report was drawn up.

The Commission is aware of the need to exploit all opportunities for direct contact between the officials concerned in order to create an atmosphere of mutual trust and good will. However this trust and good will on the part of the staff will depend on such factors as the objectivity with which staff reports are drawn up and the way in which the assessors perform their task.

#### Appeals

Where the official assessed, despite the dialogue, refuses to accept the assessment made of him, an appeal procedure is open to him he may request that a revised report be drawn up by an appeal assessor who, after all the consultations which he considers necessary, may confirm or change the original report.

## Intervention of the Joint Committee on Staff Reports

Where the official raises the same objection to the second report, or raises new objections, he may, before lodging a complaint under Article 90 of the Staff Regulations, refer the matter to the Joint Committee on Staff Reports for an opinion. The appeal assessor will then adopt a definitive report.

## Guide to staff reports

This practical guide brings together in a single document all the information required for drawing up staff reports. It defines the terms used in the analytical assessment of an official and describes how the general assessment should be set out. It must be followed scrupulously, for it offers the only way of enabling assessors to transcend differences in temperament and national traditions and arrive at a consistent approach. Such consistency is obviously indispensable, since the persons covered by the reports are entitled to demand that the reports be fair and since the Commission may be called upon to use the reports for various purposes. Consequently, the guide must be followed, and referred to frequently, especially by those who have a large number of reports to draw up.



GENERAL PROVISIONS (REVISED) FOR IMPLEMENTING ARTICLE 43 OF THE STAFF  
REGULATIONS

Article 1

At least once every two years a staff report shall be drawn up, pursuant to Article 43 of the Staff Regulations, concerning all officials of the institution other than officials of grades A1 and A2.

The first report on each official shall be made within two years of his establishment.

Reports made pursuant to these general implementing provisions shall be independent of the probationary report provided for in Article 34 of the Staff Regulations.

Article 2

The report shall be drawn up:

- for officials of Category A and of the Language Service: by the relevant Director (Chief Adviser);
- for officials in other categories: by the relevant Head of Division (Adviser) or Head of Specialized Service.

However, Directors-General, Directors (Chief Advisers), Chefs de cabinet and assistants to Directors-General shall draw up reports on their personal staff of all grades and categories.

Before drawing up the report, the assessor shall consult the immediate superior of the official who is the subject of it.

Article 3

If the official who is the subject of the report has moved from one department to another during the reference period his report shall, if he moved more than six months previously, be drawn up by his immediate

superior at the time of the report. Otherwise his report shall be drawn up by his former superior.

The superiors in other departments to which the official belonged during the reference period shall also be consulted by the assessor before he draws up the report. They shall sign the report and may append their comments to it if they disagree with it.

An official temporarily assigned to a department other than that in which his post on the organization plan falls shall be assessed by the immediate superior of his post on the organization plan. However, his superiors in the department in which he is working shall be consulted by the assessor as provided for in the preceding paragraph.

#### Article 4

A specimen is appended of the form of the staff report provided for in Article 43 of the Staff Regulations.

#### Article 5

The report shall relate exclusively to the reference period; it may refer to earlier periods only by way of comparison in order to support a change in the report as against the previous report or the probationary report.

#### Article 6

The official shall sign his report within 15 days. He may append any comments to it which he considers relevant.

Should the official assessed wish to make any comments on his report the assessor shall hear him. Should the assessor wish to change all or part thereof after hearing the official assessed he shall draw up a new report. Such new report shall be communicated to the official within 8 days; the official may then append any comment to it which he considers relevant.

If the official assessed so requests, the report and the comments thereon shall be submitted to an appeal assessor appointed as provided for in Article 7.

#### Article 7

The appeal assessor referred to in Article 6 shall be the immediate superior of the original assessor, that is to say:

- the Director (Chief Adviser) for officials of Category B, C or D;
- the Director-General for officials originally reported on by a Director, a Chief Adviser or an assistant to a Director-General;
- the relevant member of the Commission for his personal staff and for officials originally reported on by a Director-General or by a Director placed directly under a member of the Commission.

The appeal assessor shall consult the original assessor, the official assessed, and any other persons whom he thinks it fitting to consult. He may confirm or change the original report. If he changes it, he shall use the additional sheet appended to the staff report form. Thereafter the report shall be communicated to the official, who shall sign it within 8 days. He may append any comments thereon which he considers relevant.

If the official so requests, the entire report and the comments thereon shall be referred to the Joint Committee on Staff Reports for its opinion.

The opinion of the Joint Committee shall be communicated to the official and to the appeal assessor. The latter shall draw up another report and shall communicate it to the official. This report shall be considered final.

#### Article 8

When a Commission official on whom a report should be made moves to another Community institution, an interim report drawn up in conformity

with these general implementing provisions shall be attached to his file on transfer.

An official who, during the reference period, is transferred from another Community institution to the Commission shall be the subject of a staff report drawn up in conformity with these general implementing provisions for the period during which he worked for the Commission.

Any interim report drawn up by his original institution and attached to his file on transfer shall be annexed to his staff report.

B. ESTABLISHMENT OF STAFF REPORTS

B.1. On which officials are reports to be drawn up and by whom ?

B.2. The report form.

B.3. What the Directorate-General must do.

B.4. What the assessor must do before making the report.

B.5. What the assessor must do in making the report.

B.6. What the assessor must do after making the report.

B.7. What the official assessed must do.

B.8. What the appeal assessor must do.

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B.1. On which officials are reports to be drawn up and by whom?

B.1.1. On which officials are reports to be drawn up?

B.1.1.1. Reports must be drawn up on .....

B.1.1.2. Reports need not be drawn up on .....

B.1.2. Who is to draw up the reports?

B.1.2.1. General rule.

B.1.2.2. Special problems:

- relating to the grade or function of the assessor;
- relating to the situation of the official assessed.

B.1.2.3. Recapitulation.



B.1.1. ON WHICH OFFICIALS ARE REPORTS TO BE DRAWN UP?

B.1.1.1.

Reports must be drawn up on:

all officials who were established by 30 June 1973, except officials in Grades A 1 and A 2. The report is quite independent of the report drawn up at the end of a probationary period, and probationary officials who were reported on during the reference period (1 July 1971 to 30 June 1973) must also be the subject of a staff report.

This applies also to officials who on 30 June 1973 were absent on long sick leave, on unpaid leave on personal grounds, or for military service, but who worked for at least six months during the reference period.

To sum up, reports must be drawn up on officials who were established by 30 June 1973, who had worked between 1 July 1971 and 30 June 1973, and were in Grades A 3 to A 8, Categories B, C and D, the language or Scientific and Technical Services, and on establishment staff (AE 1 and AE 2), regardless of the section of the general budget from which they were paid.

B.1.1.2.

Reports need not be drawn up on:

officials in Grades A 1 and A 2 (Directors-General, Directors and other officials in those grades;

Probationary officials;

Officials who retired before 30 June 1973;

Auxiliary staff;

Temporary staff;

Local staff;

Special Advisers.

## B.1.2. WHO IS TO DRAW UP THE REPORTS?

### B.1.2.1. General rule

Reports are to be drawn up by:

- (a) The relevant Head of Division or Head of Specialized Service for Category B, C and D officials and for establishment staff (AE 1 and AE 2);
- (b) The relevant Director for officials in Category A and the Language Service L A and for his personal staff;
- (c) The Director-General, Chef de cabinet and assistant to the Director-General for their personal staff.

The person occupying the post concerned on 30 June 1973 is the "competent assessor". It is immaterial whether he was appointed recently or not. Once an official is appointed to a post he is fully authorized to exercise all the responsibilities attaching to it, including assessment of the officials in the administrative unit of which he is the head.

Likewise, the temporary occupant of a post or a person who, under Article 26 of the provisional Rules of Procedure of the Commission<sup>1</sup>, replaces an official who is absent for a long time, exercises all the responsibilities of the normal holder of the post. He will therefore have to draw up the staff reports in place of the normal occupant of the post.

The rules apply also to posts whose occupants left the Service of the Communities under the conditions laid down in Regulation 2530/72 of 4 December 1972<sup>2</sup>.

In these cases, the person drawing up the reports will consult anyone who can give him useful information.

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<sup>1</sup>See OJ No 17, 31 January 1963, p. 181/63.  
OJ No 147, 11 July 1967, p. 1.  
OJ No 148, 3 July 1970, p. 28.  
OJ No L 73, 27 March 1972, p. 14.

<sup>2</sup>See OJ No L 271, p. 1.

### B.1.2.2. Special problems

Application of these rules may give rise to problems either for the assessor, or for the person assessed, or for both. These problems must be solved by reference in each case to de facto or de jure situations.

#### B.1.2.2.1. Special problems relating to the grade or function of the assessor

A grade A 1, A 2 or A 3 official is not necessarily a Director-General, Director or Head of Division. He may be a Special Adviser, Deputy Director-General, Chief Adviser, Deputy Chef de cabinet, or Adviser. He may, for instance, be on the staff of a Director-General or be engaged in research work. In this case the A 1, A 2 or A 3 official will assess those immediately under him in accordance with the rules set out at B.2.1.

Thus, Special Advisers, Deputy Directors-General, Chief Advisers, Deputy Chefs de cabinet and Advisers will themselves assess the B and C officials placed directly under them.

#### B.1.2.2.2. Special problems relating to the situation of the official assessed

The assessor is competent report on persons occupying posts in his department on 30 June 1973, even in cases where they have been loaned to another department. For both legal and practical reasons it is the official position of the person assessed which must determine the procedure to be followed, and not his de facto position.

Five particular situations come to mind:

- (a) an official may have changed departments between 1 July 1971 and 30 June 1973:
- (b) an official may be loaned to another department;

- (c) an official may belong to Category C or D and therefore come directly under the Director-General;
- (d) an official may be seconded to the Office of a member of the Commission;
- (e) an official may be acting as a staff representative.

(a) An official who has changed departments between 1 July 1971 and 30 June 1973

Applying the general rule, an official who changed departments between 1 July 1971 and 31 December 1972 would be reported on by the competent assessor as of 30 June 1973.

On the other hand, an official who was transferred between 1 January 1973 and 30 June 1973 is to be reported on by the competent assessor for the department to which he belonged up to 31 December 1972. (NB: consultations under B.4.2.).

(b) An official who is loaned by his department to another department or person

In this case the official should be reported on by the assessor in the department to which he belongs, regardless of the date on which he was loaned to the other department. Quite clearly, the obligatory consultations prescribed in the general provisions are of particular importance here, and special attention must be paid to them.

The officials concerned by this are mainly in the translation, archive and transport departments.

Consequently, for example:

- officials in the Language Service will, in all cases, be reported on:
  - in Brussels, by the Director for Translation, Documentation, Information and Library;
  - in Luxembourg, by the Director for Personnel and Administration;

- archive staff will be reported on:

- in Brussels, by the Head of the Documentation, Information, Reproduction and Distribution of Documents Division;
- in Luxembourg, by the Head of the Administration Division;

- drivers will, in all cases, be reported on:

- in Brussels, by the Head of the House Services Division;
- in Luxembourg, by the Head of the Management of Funds, Buildings and Procurement Division.

(NB: consultations under B.4.2.).

(c) Category C officials

Category C officials will be reported on by the Head of Division or Head of Service for whom they have actually worked. Their assessors will therefore be the A 1, A 2 or A 3 officials placed above them for working and disciplinary purposes.

(d) Official acting as a staff representative

The duties undertaken by staff representatives form part of their normal service in their institution (Article 1 of Annex II to the Staff Regulations). These duties will be mentioned specifically on the staff report without comment and should not influence the assessment of the official's work in his department.

(e) Official seconded to the Office of a member of the Commission

An official who on 30 June 1973 is on secondment to the Office of a member of the Commission will, as regards that part of his work, be reported on by his Chef de cabinet if he is an A official, by the Deputy Chef de cabinet if he is a B or C official. (NB: consultations under B.4.2.).

B.1.2.3. Recapitulation

To sum up, reports are to be drawn up;

- (a) for officials who have not been transferred since 1 July 1971 and who are still in the post on the organization plan to which they were assigned:

by the assessor for their department  
on 30 June 1973;

- (b) for officials who were transferred between 1 July 1971 and 31 December 1972:

by the assessor for the department to  
which they are assigned as of 30 June 1973  
(NB: consultations under B.4.2.);

- (c) for officials who were transferred between 1 January and 30 June 1973:

by the assessor for the department to  
which the official belonged before  
1 January 1973 (NB: consultations under  
B.4.2.);

- (d) officials loaned by their department to another department:

by the assessor for the department to  
which the official really belongs (NB:  
consultations under B.4.2.);

- (e) for officials acting as staff representatives:

by the assessor for the department to  
which the official belongs; the report  
shall specify the period during which the  
official acted as representative;

(f) for officials seconded to the Office of a member of the Commission:

the Chef de cabinet or Deputy Chef  
de cabinet of the Office in which the  
official is working on 30 June 1973  
(NB: consultations under B.4.2.).



B.2. The report form

B.2.1. Description of the form

B.2.2. The form

B.2.3. How to fill in the form

B.2.4. Who is to fill in the form?

B.2.5. Who is the report to be sent to?

B.2.1. GENERAL DESCRIPTION

The report is made on a printed form containing four pages. There is an additional sheet for use as appeal report if required.

The report form consists of four Sections:

SECTION I (pages 1 and 2):

This contains:

Identity of the official

Description of his post

Details of his duties

SECTION II (pages 3 and 4):

This contains the report itself:

Analytical assessment

General assessment

SECTION III (page 4):

Here the official may say whether he wishes to be transferred to other duties and must sign the report.

SECTION IV (pages 5 and 6):

This consists of an additional sheet for the appeal report.

A specimen form is included here.



5. Details of duties:

(a) Changes (extension, restriction, simplification) in the range of duties since the last report:

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(b) To what extent do these duties correspond to the official's training and abilities?

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(c) Principal languages used in the performance of these duties:

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.....  
.....

(d) The official is  $\frac{\text{normally required}}{\text{not normally required}}$  (1) to work in a language other than his main language.

(1) Delete whichever does not apply

6. Analytical assessment:

	Above average (1)	Average	Below average (1)	Comments
I. Ability				
II. Output <sup>*</sup>				
III. Conduct in the service				

7. Assessment of linguistic ability:

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(1) This assessment must be accompanied by a note to justify it.

\* This should read "Efficiency"; the error will be corrected in the 1975 reports.

8. General assessment

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9. (a) Name, position and signature making the report: Date:  
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(b) Names, positions and signatures of the persons consulted: (1) Date:  
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(c) Names and positions of senior officials consulted: (2)  
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.....

10. (a) Wishes, if any, for assignment to other duties:  
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.....  
.....

(b) Signature of the official who is the subject of the report: (3) Date:  
.....

- (1) If the official who is the subject of the report has been appointed to a different post during the period covered by the report, if he has joined another department, or if he has been seconded to the Office of a Member of the Commission.
- (2) See Article 2, last subparagraph, of the general provisions for implementing Article 43 of the Staff Regulations.
- (3) If the official who is the subject of the report wishes to make any comments, a separate sheet must be used for them.

11.

Serial No:

REVISED STAFF REPORT ON APPEAL

Surname, forenames:

Department:

Personal No:

Grade:

(a) Analytical assessment:

	Above average (1)	Average	Below average (1)	Comments
I. Ability				
II. Output <sup>⌘</sup>				
III. Conduct in the service				

(b) Assessment of linguistic ability:

.....  
.....  
.....  
.....

(1) This assessment must be accompanied by a note to justify it.

⌘ This should read "Efficiency"; the error will be corrected in the 1975 reports.

12. (a) General assessment:

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(b) Name, position and signature of the person making the revised report:

Date:

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13. Signature of the official who is the subject of the revised report: (1)

Date:

.....



(1) If the official who is the subject of the revised report wishes to make any comments, a separate sheet must be used for them.

### B.2.3. HOW TO FILL IN THE FORM

#### Number of copies

Four copies of the form must be filled in.

The top copy is for the official's personal file.

The second copy is for the relevant Division of the Directorate-General for Personnel and Administration.

The third copy is for the archives of the Directorate-General to which the official belongs.

The fourth copy is for the official himself.

#### Practical recommendations

The report must be filled in entirely in typescript. If it is impossible for the assessor to do this, he should write very clearly, in particular in the sections reserved for analytical and general assessments.

#### Language

The form must be in the native or main language of the official concerned. However, assessors may use the official language of their choice. Where the language chosen by the assessor is different from the native or main language of the official concerned, a translation of the assessments must be given to him if he so requests.

B.2.4. WHO IS TO FILL IN THE FORM?

Four different persons or bodies are involved in completing the form:

- (a) The Directorate-General to which the official assessed belongs must fill in, or cause to be filled in under its supervision, the items which concern the identity of the official and his job (items 1, 2, 3, 4(a) and (b) of page 1);
- (b) The assessor is to fill in the headings covering the official's work, the analytical assessment, the assessment of linguistic ability and the general assessment (items 5(a), (b), (c), and (d), 6, 7, 8 and 9(a), (b), and (c) of pages 2, 3 and 4);
- (c) The official assessed records his own wishes and comments if any, signs the report (item 10 on page 4) and, should the case arise, again signs the report after an appeal (item 13 on page 6);
- (d) The appeal assessor draws up a new report if required (items 11(a) and (b) and 12(a) and (b) on pages 5 and 6).

B.2.5. WHO IS THE REPORT TO BE SENT TO?

As soon as a staff report is definitive, whether after the signature without comment of the official assessed, or after the appeal assessor has completed his work or, where appropriate, after the Joint Committee on Staff Reports has been consulted:

- (a) the original and one copy are sent to the relevant administrative authority<sup>1</sup>;
- (b) one copy is kept in the archives of the Directorate-General;
- (c) one copy is kept by the official assessed.

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<sup>1</sup>(1) the Individual Rights and Privileges Division for officials covered by the Brussels administration;

(2) the Personnel Division for officials covered by the Luxembourg administration;

(3) the Directorate-General of the Joint Research Centre for officials belonging to that Directorate-General.

B.3. What the Directorate-General must do

B.3.1. What it must do

B.3.2. Special points

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EXAMPLES OF POST DENOMINATION AND OF DESCRIPTION OF THE PRINCIPAL DUTIES PERFORMED BY AN OFFICIAL

Example 1: (3) Category, grade: A 5

4(a) Title of post: Principal Administrator

4(b) Principal duties:

Engaged in planning, advisory and supervisory duties concerning mainly:

- (1) The proposal of economic criteria for the grant of loans to undertakings covered by the ECSC Treaty, in particular the grant of loans eligible for interest subsidies;
- (2) The preparation of reports on application of the funds used by the Commission to facilitate the coordinated development of investment;
- (3) The maintenance of the contacts necessary for carrying out the above duties, both with undertakings and with technical departments of the Commission and those Commission departments responsible for maintaining normal conditions of competition.

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Example 2: (3) Category, grade: B 1

4(a) Title of post: Principal Administrative Assistant

4(b) Principal duties:

On the basis of general directives, carries out particularly difficult and complex office work mainly concerning:

- (1) Administrative and budgetary problems and questions connected with the Staff Regulations in the field of salaries for officials and temporary staff;
- (2) The centralized preparatory work for, and payment of, the salaries of officials and temporary staff by computer;
- (3) Correspondance in the case of disputes.

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Example 3: (3) Category, grade: C 2

4(a) Title of post: Secretary/Shorthand Typist

4(b) Principal duties:

- (1) Taking down shorthand in German at 66 words or 120 syllables per minute;
  - (2) Typing in German and in one other Community language;
  - (3) Secretarial work in the Personnel Directorate.
- =====

B.3.1. WHAT THE DIRECTORATE-GENERAL MUST DO

The Directorate-General to which the official belongs must itself fill in, or cause to be filled in under its supervision, all the items concerning the identity of the official and the description of his post, that is to say items 1, 2, 3, 4(a) and (b).

B.3.2. SPECIAL POINTS

Two points must be noted:

4(a): Title of post

The title to be used should be taken from those given in the last column of the table of basic posts provided for in Article 5 of the Staff Regulations and the table of basic posts and corresponding career brackets for officials in the Scientific and Technical Services of the Joint Nuclear Research Centre as provided for in Article 92 of the Staff Regulations<sup>1</sup> (see examples on preceding page). These two tables are given under A and B on the following pages.

4(b): Principal duties

The only work to be mentioned here is that which the official normally carries out in accordance with the description of duties opposite the post which he occupies on the organization plan. In practice this work will generally have been defined in the notice of vacancies for the post concerned.

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A. TABLE SHOWING BASIC POSTS AS PROVIDED FOR IN  
ARTICLE 5 OF THE STAFF REGULATIONS<sup>1</sup>

Classification of posts: Category A

Career bracket	Basic post	Description of duties	Title
A 1	Director-General	Directs an administrative unit of the highest level  Very highly qualified official with the task of advising the institution, or engaged in top-level studies	Director-General  Special Adviser
A 2	Director	Directs an important administrative unit, under the direct authority of a Director-General or, exceptionally, the institution  Highly-qualified official with the task of advising the institution or a Directorate-General  Highly-qualified official engaged in specialized studies	Director  Chief Adviser
A 3	Head of Division	Directs an administrative unit under the authority of a Director - or, where appropriate, under the direct authority of a Director-General - in a specialized field  Highly qualified official with the task of advising one body of the institution or engaged in studies or supervisory work, under the authority of a Director-General or a Director	Head of Division  Adviser
A 4 - A 5	Principal Administrator	Head of one particular sector of activity in a Division Head of a specialized department  Qualified official engaged in planning, advisory or supervisory duties in one sector of activity  Deputy Head of Division	Principal Administrator or Head of Department

<sup>1</sup>Staff Courier No 272, 4 September 1973.

Career bracket	Basic post	Description of duties	Title
A 6 - A 7	Administrator	Official engaged in planning, advisory and supervisory duties on the basis of general directives. Where appropriate, directly assists the person in charge of one sector of activity in a Division Deputy Principal Administrator	Administrator
A 8	Assistant Administrator	Newly-appointed official engaged in planning and advisory duties	Assistant Administrator

Classification of posts: Language Service

Career bracket	Basic post	Description of duties	Title
L/A3	Head of Translation Division Head of Interpretation Division		Head of Translation Division Head of Interpretation Division
L/A4	Head of Translation Division Head of Interpretation Division Head of Translation or Interpretation Section		Head of Translation Division Head of Interpretation Division Head of Interpretation or Translation Section
L/A4-L/A5	Reviser	Reviser of translations Expert translator, reviser able to translate particularly difficult texts Interpreter with qualifications and responsibility similar to those of a Reviser - Translator	Reviser Reviser - Translator Principal Interpreter
L/A5-L/A6	Translator  Interpreter	Experienced translator who is specialized in certain specific fields or who can give evidence of extensive linguistic knowledge Experienced interpreter	Translator  Interpreter
L/A7-L/A8	Assistant Translator Assistant Interpreter	Translator or interpreter in the process of developing his skills	Assistant Translator Assistant Interpreter

Classification of posts: Category B

Career Bracket	Basic post	Description of duties	Title
B 1	Principal Administrative Assistant	<p>Official</p> <ul style="list-style-type: none"> <li>- in charge of an administrative unit</li> <li>- engaged in carrying out or supervising a body of operations, involving where appropriate the interpretations of regulations and general instructions</li> <li>- engaged in carrying out specially difficult and complex tasks within the framework of general directives</li> <li>- responsible for working out programmes for electronic computers</li> </ul>	<p>Principal Administrative Assistant or Head Clerk</p> <p>Programmer</p>
B 2 - B 3	Senior Administrative Assistant	<p>Official</p> <ul style="list-style-type: none"> <li>- in charge of a section of an administrative unit</li> <li>- engaged in administrative tasks involving, where appropriate, the interpretation of regulations and general instructions</li> <li>- engaged in carrying out difficult and complex tasks in the light of general directives</li> <li>- assists the programmer in elaborating programmes for electronic computers</li> </ul>	<p>Senior Administrative Assistant</p> <p>Assistant Programmer</p>
	Senior Secretarial Assistant	<p>Official engaged, within an administrative unit or group of officials, in carrying out difficult and complex secretarial work on the basis of general directives</p>	<p>Senior Secretarial Assistant</p>

Career bracket	Basic post	Description of duties	Title
B 4 - B 5	Administrative Assistant	<p>Official who carries out general office work under supervision</p> <p>Head machine operator (computers and standard machines), responsible in particular for drawing up tables of complex interrelations</p>	Administrative
	Secretarial Assistant	<p>Official who carries out difficult and complex secretarial work, under supervision, within an administrative unit or group of officials</p>	Secretarial Assistant

Classification of posts: Category C

Career bracket	Basic post	Description of duties	Title
C 1	Executive Secretary		Executive Secretary
	Principal Secretary		Principal Secretary
	Principal Clerical Officer	<p>Official engaged in carrying out tasks of a mainly administrative nature, for which initiative and a sense of responsibility are necessary</p> <p>Official who possesses the background and professional and technical qualifications required, and who, in carrying out his duties, must display a certain degree of initiative by reason of the special nature of his work or the responsibilities laid upon him</p>	<p>In particular:</p> <ol style="list-style-type: none"> <li>1. Stores manager</li> <li>2. Steward in charge of the organization and supervision of the cleaning department</li> <li>3. Principal Clerical Officer in libraries or archives departments, or publications or documentation and reproduction departments</li> <li>4. Principal employee in charge of a switchboard manned by several persons (approximately 5) or a switchboard requiring the carrying out of complex tasks</li> <li>5. Principal employee engaged, under the responsibility of his administrative superior, in the circulation of documents of a general nature</li> <li>6. Principal employee engaged in executive work relating to the preparation of files of documents for meetings</li> <li>7. Principal employee in charge of a garage, or head mechanic</li> <li>8. Principal employee engaged in offset work, photography, varityping, maintenance of office machines or in charge of a major unit in this field</li> </ol>

Career bracket	Basic post	Description of duties	Title
			<p>9. Principal employee responsible for the assembly and working of the simultaneous interpretation equipment</p> <p>10. Head of team of female punch operators-checkers</p>
C 2 - C 3	Secretary/ Shorthand typist		Secretary/Shorthand typist
	Clerical Officer	<p>Official engaged in administrative work for which a minimum of instructions are given and whose execution necessitates judgement and method on the part of the official</p> <p>Official engaged in the execution of work of a technical nature necessitating a professional background and qualifications supported in principle by a certificate of occupational proficiency or acquired through practical experience</p>	<p>In particular:</p> <ol style="list-style-type: none"> <li>1. Clerical Officers in libraries or archives departments, or in the publications or documentation and reproduction department</li> <li>2. Employee engaged under the responsibility of his administrative superior in the circulation of documents of a general nature</li> <li>3. Employee engaged in executive work relating to the preparation of files of documents for meetings</li> <li>4. Storekeeper-Accountant</li> <li>5. Book-keeper</li> <li>6. Specialized carpenter</li> <li>7. Specialized mechanic</li> <li>8. Specialized electrician</li> <li>9. Specialized employee engaged in the maintenance and repair of office machines</li> <li>10. Specialized employee engaged in the maintenance of buildings and installations</li> <li>11. Operator of interpretation equipment</li> <li>12. Switchboard operator, telex operator</li> <li>13. Specialized varitypist</li> <li>14. Specialized offset operator</li> <li>15. Photographer and specialized microfilm operator</li> </ol>

Career bracket	Basic post	Description of duties	Title
			16. Operator of calculating machines or standard punched card machines 17. Female punch operator, checker (multi-copying) 18. Trained security guard
C 4 - C 5	Typist		Typist
	Clerical Assistant	Carries out office or technical work necessitating only occupational specialization or basic skills	In particular: 1. Security guard 2. Clerical Assistant in libraries, archives departments or in the publications or documentation and reproduction departments 3. Assistant switchboard operator, assistant telex operator 4. Varsity typist 5. Offset operator 6. Photographer and microfilm operator 7. Employee engaged in the maintenance and repair of office machines 8. Invoicing clerk

Classification of posts: Category D

The duties of category D involve manual work or tasks necessitating primary level education, where appropriate supplemented by technical training

Career bracket		Description of duties	Title
D 1	Head of Unit	Supervises and coordinates the work of a small team under the authority of an official  Employee of the highest level in the category	Head of Unit or Principal Employee  In particular: 1. Messenger ) 2. Court usher ) 3. Parliamentary usher ) and the 4. Head receptionist ) like 5. Principal driver )
D 2 - D 3	Skilled Employee  Skilled Worker	Official engaged in elementary or routine work	In particular: 1. Messenger 2. Driver 3. Receptionist 4. Skilled female fitter 5. Machine and roneo operator 6. Addressing machine operator 7. Photocopier
D 4	Unskilled Employee  Unskilled worker		In particular: 1. Unskilled labourer 2. Storekeeper 3. Messenger 4. Canteen Assistant 5. Car park attendant 6. Female fitter 7. Remover 8. Packer-unpacker 9. Stapler, stitcher



B. TABLE SHOWING BASIC POSTS PROVIDED FOR  
IN ARTICLE 5 OF THE STAFF REGULATIONS

Classification of posts: Category A

(Annex I B of the Staff Regulations)

Career bracket	Basic post	Description of duties	Title
A 1	Director-General	<ul style="list-style-type: none"> <li>- Directs a scientific or technical unit of the highest level, such as a Directorate-General or a research establishment.</li> <li>- Very highly qualified scientific or technical official with the task of advising the institution, or engaged in top-level studies.</li> </ul>	<p>Director-General</p> <p>Special Adviser</p>
A 2	Director	<ul style="list-style-type: none"> <li>- Directs - under the authority of a Director-General, of the head of a research establishment or, exceptionally, of the institution - a major scientific or technical unit such as a Directorate, a scientific or technical establishment, a department or a project.</li> <li>- Highly qualified scientific or technical official with the task of advising the institution or a Directorate-General.</li> <li>- Highly qualified scientific or technical official engaged in specialized studies.</li> </ul>	<p>Director</p> <p>Chief Adviser</p>
A 3	Head of Division	<ul style="list-style-type: none"> <li>- Directs - under the authority of a Director or Head of Department, or occasionally under the direct authority of a Director-General or, exceptionally, of the institution - a scientific or technical unit in a specialized field, such as a Division, a research establishment, a department or a project.</li> <li>- Highly qualified scientific or technical official with the task of advising an organ of the institution or engaged in studies or supervisory work under the authority of a Director-General.</li> </ul>	<p>Head of Division</p> <p>Adviser</p>

Career bracket	Basic post	Description of duties	Title
A 4	Principal Scientific or Technical Officer	<ul style="list-style-type: none"> <li>- Head of a specialized scientific or technical service within a Division, a department or a research establishment.</li> <li>- Qualified scientific or technical officer engaged in planning, research or supervisory duties in one sector of activity (study of a subject involving different techniques or different scientific disciplines).</li> <li>- Deputy to the Head of a Division, establishment, department or project.</li> </ul>	Principal Scientific or Technical Officer
A 5 - A 8	Scientific or Technical Officer	<ul style="list-style-type: none"> <li>- Head of a specialized section or group.</li> <li>- Scientific or technical official engaged in planning, research and supervisory duties such as: <ul style="list-style-type: none"> <li>- development of a new technique, or research into a project or major part of a project, or work on an important scientific subject in a wide or particularly difficult field. May be responsible for a major section or group;</li> <li>- research into part of a project, or responsible for traditional experiments, or working on a small-scale scientific subject. May be responsible for a group;</li> <li>- research in a limited part of a project on the basis of directives from the Scientific or Technical Officer to whom he is attached.</li> </ul> </li> <li>- Deputy to a Principal Scientific or Technical Officer or to a head of service.</li> </ul>	Scientific or Technical Officer

Classification of posts: category B

a) Design Office Staff

Career bracket	Basic post	Description of duties	Title
B 1 - B 2	Draughtsman - Section Leader	Executive official: - Draughtsman - Section Leader in charge of a major group of designers and draughtsmen and responsible for coordinating their work. - Draughtsman - Section Leader in charge of a group of designers and draughtsmen and responsible for coordinating their work.	Draughtsman - Section Leader
B 2 - B 3	Designer	Executive official: - Designer with sole responsibility for drawing up important projects on the basis of a specification, including the relevant calculations; gives instructions to the draughtsmen responsible for drawing up the details of these projects. - Designer responsible for drawing up a full project on his own. - This post requires several years experience as designer.	Designer

b) Laboratory staff

Career bracket	Basic post	Description of duties	Title
B 1 - B 2	Chief Laboratory Technician	Executive official: <ul style="list-style-type: none"> <li>- In charge of a group of technicians, with wide responsibility for coordinating and supervising their work.</li> <li>- In charge of a group of technicians, required to coordinate and supervise their work.</li> </ul>	Chief Laboratory Technician
B 3 - B 4 B 5	Laboratory Technician	Executive official: <ul style="list-style-type: none"> <li>- In charge of important experiments or tests. Organizes his work himself to achieve a given end, and reports on his work.</li> <li>- In charge of experiments or tests in various fields, collects and classifies results.</li> <li>- In charge of experiments and tests in a particular field, carried out on his own. Classifies results and presents them in the form of graphs or tables.</li> </ul>	Laboratory Technician
C 3 <sup>*)</sup>	Laboratory Technician	Clerical official: <ul style="list-style-type: none"> <li>- Responsible for assembling and maintaining laboratory equipment under supervision, for following the course of experiments, and for carrying out the simpler measurements.</li> </ul>	Laboratory Technician

\*) Initial career bracket for certain laboratory technicians, depending on the level of their training.

c) Manufacturing Workshop Staff

Career bracket	Basic post	Description of duties	Title
B 1 - B 2	Work Superintendent	<p>Executive official:</p> <ul style="list-style-type: none"> <li>- Has wide responsibilities for the execution of important and varied projects and ensures the smooth functioning of a group of workshop supervisors and foremen of different professions.</li> <li>- Responsible for the execution of important and varied projects and ensures the smooth functioning of a group of workshop supervisors and foremen of different professions.</li> </ul>	Work Superintendent
B 2 - B 3	Workshop Supervisor	<p>Executive official:</p> <ul style="list-style-type: none"> <li>- Has wide responsibilities for ensuring that work is carried out by teams or groups of craftsmen in different trades.</li> <li>- Responsible for ensuring that work is carried out by teams or groups of craftsmen in different trades.</li> </ul>	Workshop Supervisor
B 3 - B 4	Foreman	<p>Executive official:</p> <ul style="list-style-type: none"> <li>- <b>Has wide responsibilities and is always</b> in charge of a team of craftsmen.</li> <li>- Is always in charge of craftsmen, whether or not under the authority of supervisory officials of a higher grade.</li> </ul>	Foreman
B 2 - B 3 B 4	Planner	<p>Executive official:</p> <ul style="list-style-type: none"> <li>- Responsible for critical analysis of the plans for a complex component the production of which will require the application of various processing or manufacturing techniques; may be responsible for supervising several specialist planners whose work he guides and coordinates.</li> </ul>	Planner

c) Manufacturing Workshop Staff (Contd.)

Career bracket	Basic post	Description of duties	Title
		<p>.....</p> <ul style="list-style-type: none"> <li>- Responsible for planning simple sequences of operations and for studying, criticizing and improving the design of individual parts in operations in which he is specialized.</li> <li>- Responsible for planning simple series of operations on the basis of drawings, and for determining cost prices and tooling requirements.</li> </ul>	

d) Technical Office Staff

Career bracket	Basic post	Description of duties	Title
B 3 - B 5	Technical Assistant or Technician	<p>Executive official:</p> <ul style="list-style-type: none"> <li>- Responsible for the exploitation of technical and scientific documents, including the preparation of detailed bibliographies in a specialized sector and the preparation of critical abstracts.</li> <li>- Responsible for routine work relating to the exploitation of technical and scientific documents.</li> </ul>	Technical Documentalist

(e) Technical staff in computer units

Career bracket	Basic post	Description of duties	Title
B 1 - B 2	Work Superintendent	<p style="text-align: center;">1. <u>OPERATORS</u></p> <p>Executive official:</p> <p>- Responsible for organizing the use of the various business machines and electronic computers under his care. He draws up the plans for the use of the various machines on the basis of standing rules, and sees to it that these plans are carried out. He supervises the work of the punch operator group via the Senior Operator. He is responsible for major installations (e.g., IBM 7090, GAMMA 60, TRANSAC 8 2000, etc.) or for medium-sized installations (e.g., IBM 1401 magnetic-tape model, Remington USS BULL Series 300 magnetic-tape models).</p>	Principal Senior Operator
B 3 - B 4	Foreman	<p>- Responsible for organizing and supervising the work of a business machine installation. He draws up the plans for the use of the various business machines on the basis of standing rules, and sees to it that these plans are carried out. He also supervises the work of the punch operator group.</p>	Senior Operator
B 3 - B 5	Technician	<p>- Responsible for supervising the operation of electronic computers, either alone or with the help of the operators placed under him. He is accountable to the Principal Senior Operator.</p>	Specialist Operator

Career bracket	Basic post	Description of duties	Title
B 1 - B 2	Chief Technician	<p style="text-align: center;"><u>2. PROGRAMMERS</u></p> <p>- Official who, in addition to his work as programmer, has certain duties as analyst. He is also capable of using particularly complex programming systems on advanced machines in preparing programmes for whose execution a team of programmers is necessary.</p>	Chief Programmer and Assistant Analyst
	Work Superintendent	<p>- Official who, on the basis of the general layout prepared by the mathematical analyst for solving a problem, uses particularly complex programming systems on advanced machines preparing programmes for whose execution a team of programmers may be necessary.</p>	Chief Programmer
B 3 - B 5	Technician	<p>- Official who, in addition to his work as programmer as defined below, may carry out part of the work of an analyst, namely, prepare solutions to mathematical problems which are not particularly complicated.</p> <p>- Official who, on the basis of the general layout prepared by the mathematical analyst for solving a problem, draws up and carries through a programme using programming systems on machines of average difficulty.</p> <p>- He must have a thorough knowledge of the various programming systems so as to be able to encode problems and direct and supervise the work of assistant programmers placed under him.</p>	<p>Programmer and Assistant Analyst</p> <p>Programmer</p>

Career bracket	Basic post	Description of duties	Title
C 3 <sup>*</sup>	Technician	<p style="text-align: center;">2) <u>PROGRAMMERS (Contd)</u></p> <p>- Newly engaged official responsible for drawing up, in machine or symbolic language, parts of programmes completely defined in logical or arithmetical terms by the programmer under whose supervision he works.</p>	Assistant Programmer
B 3 - B 5	Technician	<p style="text-align: center;">3) <u>PUNCH OPERATOR</u></p> <p>- Official responsible for directing large group of punch operators, punch/verifier operators.</p> <p>He must possess the technical knowledge required of punch operators or punch/verifier operators and be able to organize the work and maintain the necessary discipline.</p>	Chief Punch/Verifier Operator

\* By analogy with posts of laboratory staff

Classification of posts: category C

(a) Design office staff

Career bracket	Basic post	Description of duties	Title
C 1 - C 4	Draughtsman	<p>Clerical official:</p> <ul style="list-style-type: none"><li>- Responsible for working out the various elements of a structure on the basis of a draft, verifies the measurements, the manufacturing and assembly potential, and the choice of materials for a complete set of plans. Applies simple strengthening of materials formulae.</li><li>- Responsible for carrying out simple studies, whether or not in a larger context, on the basis of data or sketches provided, and for modifying a set of plans on the basis of data or sketches provided;</li><li>- Responsible for producing the working drawings of all the component parts of a structure. Checks a structure, making sure that it is possible to assemble it. Makes minor modifications to a drawing which has already been completed.</li><li>- Responsible for making drawings of various simple components on the basis of a general drawing, while ensuring that the structure can be assembled. Makes minor modifications to a drawing which has already been completed.</li><li>- Responsible for making drawings of various simple components on the basis of a general drawing and for determining the relevant measurements.</li></ul>	Draughtsman

b) Workshop staff

Career bracket	Basic post	Description of duties	Title
C 1	Master Craftsman	<p>Clerical official:</p> <ul style="list-style-type: none"> <li>- Craftsman carrying out complex assemblies and delicate work.</li> </ul>	Master Craftsman
C 2 - C 5	Craftsman	<p>Clerical official:</p> <ul style="list-style-type: none"> <li>- Craftsman carrying out complex work in his specialized field and <b>in related fields.</b></li> <li>- Craftsman carrying out work in his specialized field and <b>in related fields.</b></li> <li>- Craftsman carrying out all the work corresponding to his occupational qualifications.</li> <li>- Craftsman carrying out elementary work corresponding to simple occupational qualifications.</li> </ul>	Craftsman

c) Laboratory staff

Carcer bracket	Basic post	Description of duties	Title
C 1	Chief Laboratory Attendant	<p>Clerical official:</p> <ul style="list-style-type: none"> <li>- Craftsman carrying out delicate work in all fields covered by his laboratory.</li> </ul>	Chief Laboratory Attendant
C 2 - C 5	Laboratory Attendant	<p>Clerical official:</p> <ul style="list-style-type: none"> <li>- Craftsman carrying out complex laboratory work in his specialized field and in related fields.</li> <li>- Craftsman carrying out laboratory work in his specialized field and</li> <li>- Craftsman carrying out laboratory work corresponding to his occupational qualifications.</li> <li>- Craftsman carrying out simple laboratory work.</li> <li>- Official capable of carrying out operations and preparing for operations of some complexity without needing to be supervised all the time.</li> <li>- Official capable of carrying out simple laboratory operations without needing to be supervised all the time.</li> </ul>	Laboratory attendant  Technical Assistant

d) Computing centre staff

Career bracket	Basic post	Description of duties	Title
C 2 - C 5	Craftsman	<p>Clerical official:</p> <ul style="list-style-type: none"> <li>- Responsible for supervising the operation of electronic computers under the control of an operator, or for using independently the various business machines (sorters, tabulators, collators, calculating punches, etc.), or for storing and keying magnetic tapes or punched tapes or cards and documents which form the programme library.</li> <li>- With no prior experience of such work, responsible for feeding punched cards or tapes or magnetic tapes and forms for printing into input and output units. Works under the supervision of an operator or specialist operator.</li> </ul>	Operator
C 2 - C 5	Craftsman	<ul style="list-style-type: none"> <li>- Official who, in addition to his duties as Punch/Verifier Operator, is responsible for a small group of Punch Operators or Punch/Verifier Operators.</li> </ul>	Principal Punch/Verifier Operator
C 2 - C 5	Craftsman	<ul style="list-style-type: none"> <li>- Official capable of carrying out punching operations and of using machines for checking previous work. His work is technically independent.</li> <li>- Official responsible for transferring data and programmes on to computer input media (e.g. punched cards or punched tape. He works under direct supervision.</li> </ul>	<p>Punch/Verifier Operator</p> <p>Punch/Operator</p>

Classification of posts: category D

a) Design office staff

Career bracket	Basic post	Description of duties	Title
D 1	Senior Reprographic Operative	<b>Skilled service official:</b> - Responsible for the efficient and orderly running of a design office.	Senior Reprographic Operative
D 2 - D 3	Reprographic Assistant	<b>Service official:</b> - Using various types of reproduction machines. - Reproducing documents on various types of paper.	Reprographic Assistant
D 2 - D 3	Filing Clerk	<b>Service official:</b> - Responsible for filing and looking after drawings and plans; this work requires knowledge of the office's activities. - Responsible for looking after drawings and plans.	Filing Clerk

b) Transport and handling staff

Career bracket	Basic post	Description of duties	Title
D 1 - D 2	Chargehand	<p>Service official:</p> <ul style="list-style-type: none"> <li>- With wide responsibilities, having regular authority over several ordinary or specialized labourers.</li> <li>- Having regular authority over several ordinary or specialized labourers.</li> </ul>	Chargehand
D 3 - D 4	Labourer	<p>Service official:</p> <ul style="list-style-type: none"> <li>- Carrying out work or operations either by hand or on large machines.</li> <li>- Carrying out simple work either by hand or on simple machines.</li> </ul>	Labourer

c) Laboratory staff

Career bracket	Basic post	Description of duties	Title
D 1 - D 2	Laboratory Assistant	<p>Service official:</p> <ul style="list-style-type: none"> <li>- Carrying out work requiring special care.</li> <li>- Carrying out simple operations precisely, defined in writing beforehand, such as weighing, taking instrument readings, etc.</li> </ul>	Laboratory Assistant
D 3 - D 4	Laboratory Cleaner	<p>Service official:</p> <ul style="list-style-type: none"> <li>- Responsible for cleaning all the apparatus in a laboratory.</li> <li>- Responsible for cleaning a laboratory and the glass equipment in it.</li> </ul>	Laboratory Cleaner



B.4. What the assessor must do before making his report

B.4.1. Details of the official's duties

B.4.1.1. Changes in the official's duties since the last report was made.

B.4.1.2. To what extent do these duties correspond to the official's training and abilities ?

B.4.1.3. Principal languages used.

B.4.1.4. Is the official normally required to work in a language other than his main language ?

B.4.2. Consultations before making the report

B.4.2.1. Consultation with immediate superiors.

B.4.2.2. Consultation with former and present superiors:

(a) for officials who have changed department;

(b) for officials loaned to another department;

(c) for officials seconded in the interest of the service.

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EXAMPLES OF CHANGES IN AN OFFICIAL'S DUTIES SINCE THE LAST REPORT (5 a)

Example 1: Category B official who regularly performs duties which do not correspond to his post.

Since the departure of Mr A, who had been carrying out this work in the division, Mr ..... has occasionally been called upon to perform duties of a level higher than that normally required of an official of his rank (in particular preparing draft proposals for Directives on transport).

=====  
Example 2: Category A official whose responsibilities have increased.

The duties which he is now performing give him greater independence and consequently greater responsibility than before.

=====  
Example 3: Category B official who has changed department.

Since ..... he has been carrying out new duties of a much wider scope, often subject to very strict deadlines.

=====  
Example 4: Category A official whose duties have become more specialized.

Originally assistant to the Director-General, he was later assigned to Division ..... Thus, in place of his original general work he is now engaged in much more specialized duties.

The assessor must fill in all the sections concerning:

Details of the official's duties: item 5

The assessment itself: items 6, 7 and 8.

B.4.1. DETAILS OF THE OFFICIAL'S DUTIES

These are to be given at item 5(a), (b), (c) and (d) of the form.

B.4.1.1. Changes in the official's duties since the last report was made (5 a)

The assessor must simply describe these changes without pronouncing any value judgement. He must make a special effort to be objective and must endeavour to sort out all misunderstandings by talking them over with the official. He will use this section of the form in order to indicate any work that the official regularly carries out which is not normally done by somebody of his rank (see examples on preceding page).

EXAMPLES OF THE CORRESPONDENCE BETWEEN AN OFFICIAL'S DUTIES AND HIS TRAINING AND ABILITIES

Example 1

This official's abilities are above the level of the duties entrusted to him.

Example 2

Has extended his economic and scientific training in order to cope with his new duties, and appears to feel very much at home in this field.

Example 3

The work done by Mr ..... in the absence of a rapporteur made it clear that his training and abilities are above those normally required of an official in his grade.

Example 4

In view of his extensive general knowledge, would probably be much more at home in less specialized work than that which he is doing at present.

=====

EXAMPLES OF DETAILS CONCERNING PRINCIPAL LANGUAGES USED

Example 5

Generally works in French (native language).

Example 6

French for reading documents, English in contacts with the press.

Example 7

German or Dutch within the Commission, French at outside meetings.

B.4.1.2. Indication of how far the official's duties correspond to his training and abilities (5 b)

The assessor should state whether the official is performing duties suited to his abilities or whether he might be more satisfied in different work (see examples 1, 2, 3, and 4 on preceding page).

B.4.1.3. Principal languages used by the official in the performance of his duties (5 c)

As the title shows, this is not the place in which to list all the languages the official knows, but only those he actually uses in his work (see examples 5, 6 and 7 on preceding page).

Other languages not used in the official's work will be mentioned at section 7 (see heading B.5.3.).

B.4.1.4. Is the official normally required to work in a language other than his main language ? (5 d)

The assessor should simply delete what does not apply.

EXAMPLES OF CASES WHERE IMMEDIATE SUPERIORS ARE CONSULTED

Example 1: Consultation of immediate superiors

Let us take the case of a Grade C 2 official drawing up payment forms under the authority of a Principal Administrative Assistant (B 1), who is himself under the authority of an Administrator (A 7).

The competent assessor for this C 2 official is the Head of the Division in which he works. Before making his report, the Head of the Division will consult the Principal Administrative Assistant and the Administrator.

Example 2: Case of an assessor recently appointed to his post

A Director in Directorate-General ..... was appointed to that post on 1 February 1973. He is therefore competent to assess Category A officials in that Directorate.

However, it is undeniable that after such a short time he is hardly likely to be in a position to judge the ability, efficiency and conduct in the service of those under him. It is therefore recommended that the Director should pay special attention to consulting the immediate superiors of the officials on whom he is to report and that he should also contact his predecessor.

#### B.4.2. CONSULTATIONS BEFORE REPORTING

1. Consultation with immediate superiors
2. Consultation with former or de facto superiors

Two types of consultation are envisaged and should be mentioned on the form:

- (1) Consultation with the immediate superiors of the official, which are compulsory in all cases (see item 9(c) of the form);
- (2) Consultation with former superiors for officials who have been transferred, and consultation with de facto superiors for officials loaned to another department (see item 9(b) of the form).

##### B.4.2.1. Consultation with immediate superiors

In most cases there are one or more persons senior to the official assessed between him and the assessor. It has thus been found necessary to make consultation obligatory between the assessor and the person or persons who are in the best position to judge the work actually carried out by the official assessed. This consultation in no way reduces the assessor's responsibilities; it is designed to provide him with information.

The assessor will decide, in the light of the way in which his department's work is organized, who he is to consider as the official's immediate superior. He may consult more than one person placed above the official if the structure of his department makes this possible. Consultation in this case will include the immediate superior of the official being assessed. Thus, he will consult the Head of Unit when he is reporting on a Driver or Messenger and will consult a Principal Clerical Officer when he is reporting on a Clerical Officer. These consultations, which form a stage in the reporting process, will be mentioned on the form, specifying the name of the official consulted (see examples on preceding page).

EXAMPLES OF CASES WHERE FORMER OR DE FACTO SUPERIORS ARE CONSULTED

Example 1: Case of an official transferred before 1 January 1973

A Grade C 1 official was employed from 1 July 1971 to 30 September 1972 in Division ..... On 1 October 1972 he was transferred to Division .....

The competent assessor is the Head of the latter Division. Before drawing up the report he must consult the Head of the Division in which the official was previously employed. This Head of Division, before giving his opinion, will consult the former immediate superior of the official.

This will enable the assessor to judge, in particular, whether the official is improving or getting worse or is staying more or less the same. The consultation with the former Head of Division must be mentioned on the form.

After drawing up the report and before sending it to the official assessed, the present Head of Division must send it to the former Head of Division for his signature. The latter may, if he wishes, make dissenting comments, on a special sheet which he attaches to the report. The whole document is then sent to the official.

Example 2: Case of an official transferred after 1 January 1973

A Grade A 7 official was employed from 1 July 1971 to 31 March 1973 in ..... On 1 April 1973 he was assigned to .....

The competent assessor is the Director under whom the official worked until 31 March 1973. Before drawing up his report that Director will consult the official's new Director (who must consult the relevant Head of Division before giving his opinion). Consultation with the latter Director must be mentioned on the form.

After drawing up the report and before sending it to the official assessed, the official's former Director sends it to the new Director for signature. The latter may, if he wishes, make dissenting comments, on a special sheet which he attaches to the report. The whole document is then sent to the official.

B.4.2.2. Consultation with former or de facto superiors

This concerns officials of three kinds:

- (a) those who have been transferred;
- (b) those who have been loaned to another department;
- (c) those who have been seconded to the Office of a member of the Commission.

Officials who have been transferred

It will be recalled that for officials transferred more than six months previously, the report is to be drawn up in the department in which the official at present serves, while for officials transferred less than six months previously, the report is to be drawn up in the department in which the official was formerly employed.

If the official was transferred more than six months previously, the assessor must consult the competent assessor for the department in which the official worked previously (see example 1 on preceding page).

If the official was transferred less than six months previously, the assessor must consult the competent assessor for the department in which the official now works (example 2 on preceding page).

EXAMPLE 1: Case of an official loaned to another department

A translator in Grade L/A 7 is assigned to DG IX-D-1. This Division loans him to ..... The competent assessor is the Director of IX-D. Before drawing up the report he will consult the Director of ..... The Director of ....., before giving his opinion, may himself consult the Head of Division ..... The consultation with the Director of ..... must be mentioned on the form. After drawing up the report, and before sending it to the official concerned, the Director of IX-D will pass it for signature to the Director of ..... The latter may, if he wishes, make dissenting comments, on a special sheet which he attaches to the report. The whole document is then sent to the official.

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EXAMPLE 2: Official seconded to the Office of a member of the Commission

A Category A official was assigned from 1 July 1971 to 30 June 1973 to Directorate A of DG ..... On 1 July 1972 he was seconded to the Office of the member of the Commission responsible for that DG. The competent assessor is the Chef de cabinet. Before drawing up the report, the latter will consult the Director of Directorate A, DG ..... This consultation must be mentioned on the form.

After drawing up the report but before sending it to the official, the Chef de cabinet will pass it for signature to the Director of Directorate A, DG ..... The latter may, if he wishes, make dissenting comments, on a special sheet which he attaches to the report. The whole document is then sent to the official.

Officials loaned to another department

The report is to be drawn up by the competent assessor for the department to which the official is theoretically assigned. He must consult the competent assessor for the department in which the official is actually working (see example 1 on preceding page).

The reason for this consultation differs from that for consulting the immediate superior in that the official's situation has been changed officially. Consequently, the official consulted is called upon to sign the report after it is drawn up, and he may state his disagreement with the assessments of the person drawing up the report.

Consultations will be held, therefore, before the report is drawn up and, where disagreements arise, the two parties will make sure that they disagree on a point of substance and not just on a point of language.

Officials seconded to the Office of a member of the Commission

Officials temporarily seconded to the Office of a member of the Commission continue officially to occupy their original posts in their department. However, reports on them are drawn up by the relevant Chef de cabinet or, where appropriate, by the deputy Chef de cabinet in the case of B or C officials. He must consult the competent assessor for the department to which the official really belongs if the official has worked in that department at any time during the reference period. This consultation must be mentioned on the form (see example 2 on preceding page).

B.5. What the assessor must do in making his report

B.5.1. In what spirit should the assessments be made ?

B.5.1.1. Importance of the assessments

B.5.1.2. Information for the assessor

B.5.1.3. Dialogue between the assessor and the official assessed

B.5.1.4. Responsibility of the assessor

B.5.2. Analytical assessment

B.5.2.1. Preliminary remarks

B.5.2.2. Definition of the terms "average", "above average" and "below average"

B.5.2.3. Definition of the terms "ability", "efficiency" and "conduct in the service"

B.5.2.4. Examples

B.5.3. Assessment of linguistic qualifications

B.5.4. General assessment

B.5.4.1. Purpose of the general assessment

B.5.4.2. How to draft it

B.5.4.3. Examples

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#### B.5.1. IN WHAT SPIRIT SHOULD THE ASSESSMENTS BE MADE ?

1. Importance of the assessments
2. Information for the assessor
3. Dialogue between the assessor and the official assessed
4. Responsibility of the assessor

##### B.5.1.1. Importance of the assessments

The assessments are the main part of the report. It is through these assessments that the assessor must judge the official's ability, efficiency and conduct in the service.

##### B.5.1.2. Information for the assessor

Although the Commission would like the assessor to be as organizationally close as possible to the official assessed, there is nevertheless bound to be some distance between them. The assessor must therefore endeavour to find all the information he needs to enable him to draw up a report as well-founded as can be by consulting all the persons specified in this guide. The consultations must be held before the report is drawn up, in order to enable the assessor to supplement his personal knowledge by discussion with a superior of the official assessed who is closer to that official than the assessor. Moreover, the personal files of the officials assessed will be made available to assessors so that, pending establishment of the permanent card index staff, the assessor can acquaint himself with the training and previous record of the official concerned.

##### B.5.1.3. Dialogue between the assessor and the official assessed

This should be one of the major concerns of the assessor. The staff report procedure provides an excellent opportunity for the two parties to review the whole of their relations, even going beyond the contents

of the report itself. The person being reported on becomes officially involved when the report is being drawn up.

#### B.5.1.4. Responsibility of the assessor

Dialogue does not mean conciliation at all costs. An assessor who feels that he should make an unfavourable analytical or general assessment must do so. This forms part of his responsibilities, and the staff reports can only be effective and useful for the institution if this responsibility is actually carried out. But since the staff report is very important in the official's career, the assessor must be as sure as possible of what he is saying, in particular by means of direct contact through which he and the person on whom he is reporting can state their respective cases frankly.

One last point should be made. The purpose of the staff report is to enable superiors to judge not the personal value of an official but only his professional value as measured by the three criteria specified in the Staff Regulations: ability, efficiency and conduct in the service. However well-acquainted assessor and assessed may be, the report should not take into account any criteria of a non-professional nature.

## B.5.2. ANALYTICAL ASSESSMENT

1. Preliminary remarks
2. Definition of the terms "average", "above average" and "below average"
3. Definition of the terms "ability", "efficiency" and "conduct in the service"

### B.5.2.1. Preliminary remarks

Three preliminary remarks should be made. The first concerns the choice of analytical assessment, the second the way in which the assessor should proceed, the third the way in which the assessment should be recorded on the form.

Only the three criteria specified in Article 43 of the Staff Regulations (ability, efficiency and conduct in the service) appear on the form. The assessors will therefore pay special attention to the explanations given in this guide so as to ensure that the terms are used in the same sense.

In drawing up the analytical assessment one major principle must be observed: each aspect must be dealt with on its own and not with a view to the general assessment to be given of the official. The spirit of the staff reports would be totally distorted if analytical assessments were "bent" in order to justify a general assessment. Finally, where one person has a large number of staff reports to draw up, he should constantly refer to the guide so as not to diverge from the definitions given here of the various terms.

For each of the three criteria for the analytical assessment an "x" should be marked in the relevant column.

### B.5.2.2. Definition of the terms "average", "above average" and "below average"

According to each of the three criteria the official must be described as "average", "above average" or "below average". The role of the

assessor is not to give a moral judgement on the official or on his personality but to assess him only as a member of the Commission's staff. The report must therefore reflect this consideration and its implications for working and human relations.

The standard assessment is "average"

An "average" official is an official who habitually gives satisfaction to his superiors and whose ability, efficiency, and conduct in the service call for no special comment. The "average" official reflects all those qualities which the Commission has a right to require of an official in the post concerned, in view of the relation of the post to the work of the department as a whole.

The assessments "above average" or "below average" should be given only to officials who are substantially above or below average. Consequently, they must be accompanied by reasons. The factors to be taken into consideration when giving these comments are set out at heading B.5.2.3.

These reasons are of particular importance when the assessment given under one of the three criteria differs from that given in the preceding report, especially where the new assessment is less favourable than the previous one.

Assessors should ensure that the assessment "above average" is not given so often as to deprive it of any real meaning. The assessment "average" is the reference assessment, and an official should be assessed as "above average" only if the quality and quantity of his work are decidedly above average.

B.5.2.3. Definition of the terms "ability", "efficiency" and "conduct in the service"

B.5.2.3.1. How should these be analysed?

It seems advisable to give assessors some idea of how to approach the analytical assessment, for terms as broad as "ability", "efficiency" and "conduct in the service" cover numerous aspects and could be interpreted in various ways. Accordingly, for each of these three terms a list of constituent factors has been drawn up by which the main characteristics of the work and behaviour of each official can be analysed. The assessor must therefore first consider whether the official's showing is average, above average, or below average as regards each of these factors. Then, when he has reached a conclusion on the constituent factors he will give a general assessment according to each of the three criteria.

B.5.2.3.2. Ability

The factors to be taken into consideration in evaluating the ability of an official are those which in practice directly influence the quality of his work. These, of course, vary with the official's grade and the duties he performs.

The most important are:

The knowledge necessary for the post;

The ability to express himself;

The ability to understand and solve problems;

Organization and method;

Where applicable, the ability to organize the work of others.

The knowledge necessary for the post .

Knowledge necessary for the post means not only the official's general

knowledge but also his specific knowledge of matters relating to the post. His desire to extend this knowledge will be taken into consideration here.

#### Ability to express himself

For officials whose work requires them to express themselves, whether orally or in writing, the most important qualities are fluency, precision and conciseness.

#### Ability to understand and solve problems

The assessor should ask himself, in view of the responsibilities of the official on whom he is reporting, whether that official quickly grasps the various aspects of the question which he is asked to deal with or whether he needs lengthy and repeated explanations. Can he, without prompting, discern the relation between a new problem and his normal work or the normal work of his department? Does he grasp the implications of a decision which might be taken or is he often surprised by the reactions provoked?

#### Organization and method

Although these two qualities go together, as often as not, the assessor will pay more attention to the one or to the other, depending on the nature of the duties of the official assessed. Here "organization" should be taken as meaning the ability to classify information and documents in such a way that other people can easily find and use them. "Method" refers rather to the way in which the official approaches problems and solves them.

Ability to organize the work of others, where the official's post is such that others work under him.

This does not mean "authority" in general but the ability to give orders, the clarity and precision of instructions, and readiness to change them without being unduly obstinate should unforeseen circumstances arise. It also means the ability to distribute work between subordinates so as to obtain a satisfactory degree of efficiency from them while making them feel at home in their work.

### B.5.2.3.3. Efficiency

The efficiency of an official must be judged by reference to three main factors:

- his initiative;
- the quality of his work;
- the speed at which he works.

#### Initiative

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Can the official carry out the work expected of him spontaneously, or does he need instructions all the time? Does he approach his work in an active and constructive spirit? In assessing the sense of initiative of an official one should also consider whether an official who takes initiative informs his superiors about it in good time.

#### Quality of work

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Quality of work means the degree of perfection attained in the light of the resources utilized. Is it often necessary to ask the official to redo his work, to polish it, or does he regularly hand in work which is satisfactory as it stands? Quality has nothing to do with speed, for a very fast-working official might tend to hand in work which still needs improvement whereas an official whose work is impeccable may well be working too slowly or too scrupulously.

#### Speed of work

-----

This assessment can be used as a measure of the official's productivity. It relates to the length of time which the official needs in order to complete his work in a satisfactory way. Here the assessor will bear in mind that the official's speed can be strongly impeded by the fact that he regularly has to work in a language other than his native language.

When an official has been absent for long periods or at frequent intervals owing to illness, the assessment must relate exclusively to his efficiency during the periods in which he actually worked.

#### B.5.2.3.4. Conduct in the service

This can be broken down into four factors:

- professional conscience;
- relations with fellow-officials;
- relations with other persons;
- punctuality.

##### Professional conscience -----

This means the official's devotion to duty, the effort he makes to turn out work of good quality, his ability to work hard over a long period in order to complete the tasks which have to be performed if the department is to function properly, and the extent to which his superiors can rely on him.

##### Relations with fellow-officials -----

Relations with other officials should not be assessed only by reference to the official's courtesy and to his evenness of temper toward his colleagues. They should also be assessed by reference to his sense of joint responsibility for the work with superiors, equals and subordinates. Vis-à-vis superiors, such relations involve both correct behaviour and a sense of discipline. Vis-à-vis equals, they involve a spirit of cooperation and of loyalty. Vis-à-vis subordinates, they are to be measured by the respect and good will which the official inspires in those under him.

##### Relations with other persons -----

Although the way in which the official welcomes visitors is highly important, it is only one part of this aspect of his conduct in the service.

In drawing up the reports special attention should be paid to this assessment, which conditions to a large extent the Commission's reputation outside; the assessment should go beyond endorsing mere courtesy and should deal mainly with the extent to which the official is helpful in dealing with visitors' problems.

As regards Category A officials called upon to work with representatives of States, public or private bodies and trade organizations, a further detail should be mentioned: the most important qualities the official should show are firmness in his support for major principles and a certain tactical flexibility in defending Community views.

#### Punctuality

"Punctuality" covers not only compliance with working hours but also compliance with time-limits set for carrying out certain jobs.

#### B.5.2.4. Examples

In the following pages some specimens are given of typical analytical assessments of:

an average official;

an official of above-average ability;

an official of above-average efficiency;

an official of above-average conduct in the service;

an official of below-average conduct in the service.



1. ASSESSMENT OF AN OFFICIAL CONSIDERED AVERAGE ON ALL THREE COUNTS

6. Analytical assessment:

	Above average (1)	Average	Below average (1)	Comments
I. Ability		X		(NO COMMENTS REQUIRED)
II. Efficiency		X		
III. Conduct in the service		X		

(1) This assessment must be accompanied by a note to justify it.

2. ASSESSMENT OF A GRADE A/6 OFFICIAL OF ABOVE-AVERAGE ABILITY

6. Analytical assessment:

	Above average (1)	Average	Below average (1)	Comments
I. Ability	X			Has a very thorough knowledge of his specialized field. His wide general knowledge enables him to sum up the department's tasks intelligently. Highly successful in directing the work of those under him.
II. Efficiency		X		
III. Conduct in the service		X		

(1) This assessment must be accompanied by a note to justify it.

3. ASSESSMENT OF A B/3 OFFICIAL OF ABOVE-AVERAGE EFFICIENCY

6. Analytical assessment:

	Above average (1)	Average	Below average (1)	Comments
I. Ability		X		
II. Efficiency	X			His excellent memory and meticulous attention to detail make him a most efficient archivist.
III. Conduct in the service		X		

(1) This assessment must be accompanied by a note to justify it.

4. ASSESSMENT OF A C/1 OFFICIAL OF ABOVE-AVERAGE CONDUCT IN THE SERVICE

6. Analytical assessment:

	Above average (1)	Average	Below average (1)	Comments
I. Ability		X		
II. Efficiency		X		
III. Conduct in the service	X			As Executive Secretary she regularly comes into contact with Commission officials and with others; she is always exceptionally courteous and helpful.

(1) This assessment must be accompanied by a note to justify it.

5. ASSESSMENT OF AN OFFICIAL OF BELOW-AVERAGE CONDUCT IN THE SERVICE

6. Analytical assessment:

	Above average (1)	Average	Below average (1)	Comments
I. Ability		X		
II. Efficiency		X		
III. Conduct in the service			X	Very sensitive and irritable; difficult to work with.

(1) This assessment must be accompanied by a note to justify it.

## EXAMPLES

### 1. For a German-speaking A 6 official

Languages declared: German, French, Dutch, Italian

His knowledge of French, which has always enabled him to read Community documents quickly, has made marked progress and he is now able to take part in meetings on various subjects without difficulty. Writes and speaks Dutch very well, is learning Italian.

### 2. For a French-speaking A 6 official

Languages declared: Italian, German

Speaks and writes French (his native language) with particular fluency. Writes well in Italian and is beginning to deal orally in German with problems for which he is responsible.

### 3. For a Dutch-speaking C official

Languages declared: French, German

Knows French as well as Dutch. Has sufficient grasp of German to correct errors in the texts which she has to type.

### B.5.3. ASSESSMENT OF LINGUISTIC ABILITY

The assessor will specify what languages the official declares he knows. He will give an assessment on each of the languages which the official uses for working purposes (see examples on preceding page).

### B.5.4. GENERAL ASSESSMENT

#### B.5.4.1. Its purpose

"Average" will be the verdict most commonly found in the analytical assessment. Many officials will therefore inevitably receive the same analytical assessment.

The general assessment will enable the assessor to distinguish each official from his colleagues. Its purpose is mainly to pinpoint certain characteristics of the official which the analytical assessment will not have revealed. The assessor should try to give a "photograph" of the official setting out both his abilities and his weak points. He should give a very frank judgement of the official's personal contribution to the functioning of the service.

#### B.5.4.2. How should it be drafted?

The assessor is faced with a difficult task here. To do the job properly he must consider in detail the personality of those placed under him, going beyond mere formal working relations with them. The quality of those assessments and the degree of care with which they are drawn up will be of great importance in personnel management.

Among other things the assessor will point out whether, over the reference period, the official has got better or worse or has stayed the same. If he is highly complimentary or highly critical, he will endeavour to give practical examples.

The general assessment is particularly important in the case of officials who are above or below average; their special merits or inadequacies should be described.

#### B.5.4.3. Examples

By way of illustration, a few typical general assessments of officials of various grades and of various abilities are given in the next few pages.

1. GENERAL ASSESSMENT OF A GRADE A 4 OFFICIAL

We are very pleased with this official. He is very open-minded and is consistently successful in tackling work with a wide range of aspects which is constantly changing. He is frequently involved in meetings with the representatives of the Member States or of trade organizations; as a result of his ability to sum up problems, of the clarity with which he expresses himself, and of his courtesy he is able to play a very positive role in those meetings and frequently causes the Commission's views prevail.

He has organized his work and that of those under him very thoroughly, and his group always meets the deadlines imposed within a very heavy time-table. His relations with his colleagues are good and his consistent good humour goes far to smooth over occasional difficulties which might result from a certain terseness.

Furthermore, he manifestly enjoys his work and inspires other members of the department to share his enthusiasm. Overall, his experience of Community affairs, his sense of responsibility and his linguistic abilities are such that he can be considered one of the exceptional officials of our institution.

## 2. GENERAL ASSESSMENT OF A GRADE A 7 OFFICIAL

This official, still young, has rapidly mastered all the details of a very specialized job in which he has become something of an expert.

On the other hand, he has not always managed to broaden his horizons or to see the objectives of Community policy as a whole.

He writes and speaks clearly and always shows great interest in his work. He is very efficient and can act on his own very intelligently. In the official's own interests and those of the Commission, I feel that it would be a good idea to assign him to a post in which he would obtain a broader view and would see the very detailed economic questions which he has had to deal with till now in the broader context. He would then be perfectly capable of assuming responsibilities at a higher level.

3. GENERAL ASSESSMENT OF A GRADE B 2 OFFICIAL

Mr ..... changed over to totally different work at the beginning of the reference period. From a highly technical and specialized post he moved to an administrative post involving participation in numerous meetings concerning a much broader range of subjects.

He has been very successful in adapting to his new functions, and has quickly picked up new knowledge. Thus, in a short space of time he has become a very efficient colleague respected throughout the service.

He shows great initiative but also a highly developed team spirit.

4. GENERAL ASSESSMENT OF A GRADE C 4 OFFICIAL

Mrs ..... is a good and satisfactory typist. She does her work conscientiously and her efficiency is acceptable. Both work and her conduct in the service are up to standard.

Mrs ..... is following shorthand courses and is learning Italian in view of the requirements of the service.

5. GENERAL ASSESSMENT OF A BELOW-AVERAGE OFFICIAL

Mr ..... is out of place in an organization such as ours, where diligence and professional conscience are absolutely necessary.

He is not punctual, despite repeated criticisms. Since he only does part of the work which he ought to be doing, it has to be finished by his colleagues. Thus, not surprisingly, his relations with his colleagues are rather bad.



B.6. What the assessor must do after making his report

B.6.1. His signature

B.6.2. Signature of persons consulted

B.6.3. Communication to the official assessed

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Directorate-General:

Brussels,

NOTE to Mr

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Staff report on

Prior consultation pursuant to Article 3 of the general provisions  
for implementing Article 43 of the Staff Regulations.

As Mr ..... worked under you from ..... to ....., I  
have to consult you in connection with the preparation of his staff  
report for the period from 1 July 1971 to 30 June 1973.

I enclose the staff report which I have drawn up. I would be grateful  
if you would sign it in the appropriate space and return it to me within  
five days, for which I thank you in advance.

However, should you wish to make any comment on my assessment of  
Mr ....., you may make them on a separate sheet of which you  
should attach four copies to the report.

I am, of course, willing to meet you to discuss this subject at your  
convenience, if you should wish to do so.

(Signature)

#### B.6.1. SIGNATURE OF THE ASSESSOR

When he has finished his report, the assessor should record the date and his position on all four copies of the report and should sign them. If the report concerns an official who, during the reference period

(a) changed departments,

(b) was loaned to another department,

(c) was seconded to the Office of a member of the Commission,

consultations will have been necessary and must be mentioned on the form.

In this case the assessor will indicate, on all four copies, the name and position of each person consulted and will send the report to those people for signature.

#### B.6.2. SIGNATURE OF PERSONS CONSULTED

The assessor must send the report direct to the person to be consulted, in an envelope marked confidential. He must attach a note in conformity with the specimen given on the preceding page. The person consulted has five days in which to read the report, sign it and return it to the assessor, also in an envelope marked confidential.

SPECIMEN ACKNOWLEDGEMENT OF RECEIPT OF A STAFF REPORT

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I, the undersigned, ..... (name of the official), confirm that today I received from Mr ..... (name and position of assessor) my staff report for the period from 1 July to 30 June 1973.

I note that I must return my staff report within fifteen days.

....., .....

(place)                      (date)

(Signature)

### B.6.3. COMMUNICATION OF THE REPORT TO THE OFFICIAL ASSESSED

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The report is then passed to the official assessed. It is recommended that the assessor should hand it over personally to the official. This will give him a chance to explain it. He will ask the official to sign an acknowledgement of receipt (see specimen on preceding page).

SPECIMEN NOTE FORWARDING A STAFF REPORT TO AN OFFICIAL

CONFIDENTIAL AND URGENT

NOTE to .....

Your staff report

I enclose four copies of your staff report for the period from 1 July 1971 to 30 June 1973.

Please read it and return three signed copies (including the original) within fifteen days. You should keep the fourth copy.

May I point out that if you have any comments to make on any item in the report I should be very willing to hear them, as required by Article 6 of the general implementing provisions. In this case, please contact my secretary, who will then arrange an appointment for you as soon as possible.

(Signature)

If the official is away and is not expected to return within a month, the assessor should send him the four copies of the report by registered post, together with the note for acknowledgement of receipt, and request him to return the report, after signature, as quickly as possible.

In such cases, the assessor will enclose a covering note in conformity with the specimen on the preceding page.

B.7. What the official assessed must do

B.7.1. The time-limit within which the official must sign his report

B.7.2. His wish for assignment to other duties

B.7.3. His dialogue with the assessor in the case of disagreement

B.7.4. The official's comments, if any

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### B.7.1. THE TIME-LIMIT WITHIN WHICH THE OFFICIAL MUST SIGN HIS REPORT

From the date of receiving his report, the official has fifteen days in which to read and sign it. He should use this opportunity in order to express any wish he may have for assignment to other duties. Before the time-limit expires he is to return three copies of the report, including the original, to the assessor, keeping the fourth copy for himself.

If he considers any of the assessments to be unjust, the official will be heard by the assessor. For this purpose he will ask for an appointment with the assessor so that he can explain his attitude. In such a case the fifteen-day period runs only from the date on which the assessor informs the official of his decision after this meeting.

### B.7.2. HIS WISH FOR ASSIGNMENT TO OTHER DUTIES

The official may use his staff report in order to inform the appointing authority that he would like to be transferred to other work. If he wishes, he may say why he wishes to be transferred or may specify any qualifications he may have for other work.

### B.7.3. HIS DIALOGUE WITH THE ASSESSOR IN THE CASE OF DISAGREEMENT

#### B.7.3.1.

The official may feel that he cannot accept the contents of his report. He may in particular disagree with items 4, 5, 6, 7, 8 and 9. In this case he is entitled to ask the assessor for an interview, which the assessor must give him pursuant to Article 6 of the general provisions for implementing Article 43 of the Staff Regulations.

SPECIMEN NOTE FORWARDING AN AMENDED STAFF REPORT TO AN OFFICIAL

CONFIDENTIAL AND URGENT

NOTE for .....

Your staff report

Following our interview of ....., I have drawn up a new staff report on your activities for the period from 1 July 1971 to 30 June 1973.

I enclose four copies of this new report. You have fifteen days in which to read and sign it and to return three copies, including the original, to me.

Should you wish to comment on any part of this report, even after the changes I have made, you may, pursuant to Article 6 of the general implementing provisions, request that your report and your comments thereon be submitted to the appeal assessor provided for in Article 7 of those provisions.

In that case you should request this explicitly when returning the report to me together with any comments you may have made on a separate sheet. You have fifteen days from the date of receiving this note in which to lodge your request. I will send your request to the appeal assessor myself.

(Signature)

This direct contact is a basic formality in the new staff report procedure. Its purpose is to enable the assessor and the official assessed to discuss frankly and thoroughly the nature, reasons and extent of the differences between their attitudes. They will review their working relations as a whole in order to arrive at a better mutual understanding and to evaluate the staff report better.

B.7.3.2.

Following this dialogue the assessor may purely and simply confirm the report or may modify all or part of it.

The procedures and formalities in these two cases are as follows.

- (1) If the assessor modifies the report, he must draw up a new report in quadruplicate. The new report replaces the earlier report. It is sent to the official in an envelope marked confidential and accompanied by a note in conformity with the specimen on the preceding page.

SPECIMEN NOTE FORWARDING A STAFF REPORT TO AN OFFICIAL WHEN IT IS  
CONFIRMED

CONFIDENTIAL AND URGENT

NOTE for .....

Your staff report

Following our interview of ..... I have decided to confirm the staff report which I drew up in respect of your activities for the period from 1 July 1971 to 30 June 1973.

I enclose four copies of this report. You have fifteen days in which to read and sign them and to return three copies, including the original, to me.

I must inform you that, pursuant to Article 6 of the general implementing provisions, you may request that your report and your comments thereon be submitted to the appeal assessor provided for in Article 7 of those provisions.

In that case, you should request this explicitly when returning the report to me together with and any comments you may have made on a separate sheet. The request must be lodged within fifteen days following receipt of the present note, and I will send it to the appeal assessor myself.

(Signature)

(2) If the assessor confirms the report he must so inform the official by sending him a note following the specimen on the preceding page.

#### B.7.4. THE OFFICIAL'S COMMENTS, IF ANY

After his dialogue with the assessor, and regardless of its outcome, the official has fifteen days in which to sign his report and to make comments thereon.

If the official has no comments to make, he signs and returns 3 copies of the report, including the original, to the assessor, and keeps the fourth copy for himself.

If the official makes comments, these may be of two kinds:

- (a) Comments which he wishes to appear in his file with his staff report to clarify one or more details in the report;
- (b) Comments expressing disagreement with either the form or the substance of the report and which he wishes to put before the appeal assessor.

Comments made by the official to clarify a detail in the report, but which he does not intend to put before the appeal assessor, must be set out in quadruplicate on separate sheets of paper. The official should attach one copy of his comments to each copy of the report and should write "Comments attached" before his signature on the report. He then sends three copies of the report to the assessor, as specified above.

Should the official wish his report and his comments thereon to be referred to an appeal assessor, he must state this explicitly and clearly at the end of the sheet containing his comments. These comments will be made in quadruplicate on separate sheets of paper, one copy to be attached to each copy of the report. The official should write "Comments attached for the appeal assessor" before his signature. He should send the whole

document, that is to say all four copies, in an envelope marked confidential to the first assessor, who will forward it to the appeal assessor in accordance with Articles 6 and 7 of the general implementing provisions.

B.8. Intervention of the appeal assessor

B.8.1. How to refer the matter to the appeal assessor

B.8.2. Who is the competent appeal assessor ?

B.8.3. How the appeal assessor should proceed:

B.8.3.1. information

B.8.3.2. confirmation of the original assessment

B.8.3.3. amendment of the original assessment

B.8.4. The official's comments, if any.

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### B.8.1. HOW TO REFER THE MATTER TO THE APPEAL ASSESSOR

As we have already said, in order to refer the matter to an appeal assessor the official must lodge a specific request in the comments which he drafts on separate sheets attached to the report with which he disagrees.

He may invoke any factual or legal arguments he thinks fit to support his case. He may specify any circumstances which would explain his disagreement and may call upon other persons to give evidence in support of his arguments. His comments may relate to any of the items on the form filled in by the assessor, and in particular items:

- 5: details of the official's duties
- 6: analytical assessment
- 7: assessment of linguistic ability
- 8: general assessment.

### B.8.2. WHO IS THE COMPETENT APPEAL ASSESSOR ?

The appeal assessor is the immediate superior of the original assessor, i.e.:

- (a) the Director for Category B, C, and D officials reported on by a Head of Division, Adviser or Head of Specialist Service;
- (b) a Director-General for Category A and L/A officials and for officials of all categories originally reported on by a Director, Chief Adviser or Assistant to a Director-General;
- (c) the relevant member of the Commission for officials seconded to their Office, for those originally reported on by a Director-General or Special Adviser, and for Category A officials employed in the Security Office or in the Administration of the Customs Union.

### B.8.3. HOW THE APPEAL ASSESSOR SHOULD PROCEED

The appeal assessor must complete his work within eight days. He may either confirm the report or change all or part of the assessments given by the original assessor. He must seek all necessary information before taking his decision.

#### B.8.3.1. Information

The role of the appeal assessor is to intervene in a dispute and tone it down; thus, he comes into action after the original assessor and the official concerned have already held a dialogue at the first stage. He must obtain the fullest information possible. To this end, before giving a decision, he must hear both the original assessor and the official concerned, when he must try to induce them to express themselves as frankly as possible. He can also obtain information from other sources if he thinks this will help him to reach a decision. In particular, he may obtain information from the official's immediate superior and from persons consulted by the original assessor.

The appeal assessor may decide:

- (a) to confirm the whole of the original report;
- (b) to amend all or part of the original report. Where, exceptionally, the revised report on appeal is less favourable than the original report, special attention must be given to justifying it.

These two possibilities involve the following procedures and formalities:

#### B.8.3.2. Confirmation of the original assessment

Where the appeal assessor decides purely and simply to confirm the original report, he must inform the official accordingly by means of a note drawn up

SPECIMEN NOTE TO BE SENT TO AN OFFICIAL IF HIS REPORT IS CONFIRMED  
BY THE APPEAL ASSESSOR

CONFIDENTIAL AND URGENT

NOTE to .....

---

Your appeal report

I enclose the staff report in respect of your activities from 1 July 1971 to 30 June 1973 which you referred to me by your comments dated .....

I must inform you that I cannot accept your comments and that I have therefore decided to confirm in their entirety the assessments given in the original report.

This note therefore constitutes confirmation of your staff report and will be attached as such to the report in your file. You have eight days in which to sign it and to return to me three copies of the report with annexes, including the original copies.

I would inform you that, under Article 7 of the general implementing provisions, you are entitled to submit your report and your comments thereon to the Joint Committee on Staff Reports.

In that case you should request this explicitly, at the same time returning to me all four copies of the report and of the comments you have made on separate sheets.

The request must be lodged within eight days following receipt of the present note.

I myself will forward your request to the Joint Committee on Staff Reports through the Secretariat of the Directorate-General and Directorate-General IX.

Signature of the official:

.....

Date: .....

Signature of the appeal assessor:

.....

in quadruplicate in conformity with the specimen on the opposite page. He must attach this note to each copy of the report and send the whole document to the official in an envelope marked confidential.

If the official is absent at the time and is not expected to return within a month, the four copies plus the note for acknowledgement of receipt, should be sent to him immediately by registered post with the request that he should return them as quickly as possible.

SPECIMEN NOTE TO BE SENT TO AN OFFICIAL IF ITEM 4 OR 5 OF HIS REPORT  
IS AMENDED BY THE APPEAL ASSESSOR

CONFIDENTIAL AND URGENT

NOTE to .....

Your staff report

I enclose the staff report drawn up by Mr ..... in respect of your activities from 1 July 1971 to 30 June 1973 which you referred to me by your comments dated .....

I have decided to amend item 4 or 5 (a, b, c or d) by replacing the words

by:

On all other points I agree with the assessment given by Mr .....

This note constitutes an amendment to your report and will be attached to it in your file. You have eight days in which to sign it and to return three copies of the report with annexes, including the originals, to me.

I would inform you that, under Article 7 of the general implementing provisions, you are entitled to submit your report and your comments thereon to the Joint Committee on Staff Reports.

In that case you should request this explicitly, at the same time returning to me all four copies of the report and of the comments you have made on separate sheets.

The request must be lodged within eight days following receipt of the present note.

I myself will forward your request to the Joint Committee on Staff Reports through the Secretariat of the Directorate-General and Directorate-General IX.

Signature of the official:

.....

Date: .....

Signature of the appeal assessor:

.....

B.8.3.3. Amendment of the original assessment

When the appeal assessor has examined the report he may find it necessary to change all or part of items 4, 5, 6, 7, 8 or 9.

Amendment of item 4 or 5

If the appeal assessor decides to amend item 4 or 5 of the report, he must do so by means of a note following the example on the opposite page, which he must attach to the report. This note will form part of the report and will be placed with it in the official's personal file. The appeal assessor must mark the date and sign the report and send the whole document to the official, in an envelope marked confidential. If the official is absent at that time, the appeal assessor will follow the procedure described in the second paragraph of heading B.8.3.2.

SPECIMEN NOTE TO BE SENT TO AN OFFICIAL IF ITEM 6, 7 OR 8 OF HIS REPORT IS AMENDED BY THE APPEAL ASSESSOR

CONFIDENTIAL AND URGENT

NOTE to .....

---

Your staff report

I enclose the four copies of the staff report drawn up in respect of your activities from 1 July 1971 to 30 June 1973 which you referred to me by your comments dated .....

I must inform you that I have decided to change the assessments given by Mr ..... at items ..... Accordingly, I have made my assessments on an additional sheet which I attached to your report.

This additional sheet constitutes an amendment to your report. You have eight days in which to sign it and to return to me three copies of the report with annexes, including the originals.

I would inform you that, under Article 7 of the general implementing provisions, you are entitled to submit your report and your comments thereon to the Joint Committee on Staff Reports.

In that case you should request this explicitly, at the same time returning to me all four copies of the report and of the comments you have made on separate sheets.

The request must be lodged within eight days following receipt of the present note.

I myself will forward your request to the Joint Committee on Staff Reports through the Secretariat of the Directorate-General and Directorate-General IX.

Signature of the official:

.....

Date: .....

Signature of the appeal assessor:

.....

Amendment of item 6, 7 or 8

If the appeal assessor decides to amend all or part of items 6, 7 or 8, he must use the additional sheet of the report form (pages 5 and 6 - "Revised staff report on appeal"). At each of the items where he agrees with the assessment given by the original assessor he must write the words "I agree with the original assessment on this point". For those items where he wishes to make changes, he must write his own assessment in the relevant sections of the form, taking account of the directions given under headings B.5.1. to B.5.4. of this guide.

The appeal assessor must then date and sign the report and send all four copies to the relevant official, with a note following the model on the preceding page, in an envelope marked confidential. If the official is absent at that time, the appeal assessor will follow the procedure described in the second paragraph of heading B.8.3.2.

SPECIMEN NOTE INFORMING AN OFFICIAL THAT HIS STAFF REPORT HAS BEEN  
SUBMITTED TO A NEW ASSESSOR

CONFIDENTIAL AND URGENT

NOTE to .....

Your staff report

Having considered your comments on the assessment of you given by ....., I have concluded that he was not the right person to draw up a staff report on you, under Article 43 of the Staff Regulations, for the period from 1 July 1971 to 30 June 1973.

This report is therefore invalid. Acting under Articles 2 and 3 of the general provisions for implementing Article 43 of the Staff Regulations I have asked the proper person to draw up a staff report on you for the period concerned.

The new report will be sent to you in the next few days in accordance with Article 6 of the general implementing provisions.

(Signature)

Amendment of item 9

After examination of the report it may be found necessary to amend point 9 in three cases:

- (a) Report drawn up by an assessor not competent to do so;
- (b) Failure to specify persons consulted under Article 2, last paragraph, of the general implementing provisions;
- (c) Failure to consult persons who should have been consulted and should have signed the report.

(a) Report drawn up by an assessor not competent to do so.

In this case the appeal assessor declares the report invalid and asks the person who should have drawn it up to do so in accordance with the general provisions for implementing Article 43 of the Staff Regulations. The proper assessor then starts the procedure again from the beginning. The appeal assessor informs the official to this effect by means of a note following the specimen on the preceding page.

(b) Failure to specify the persons consulted under Article 2, last paragraph, of the general implementing provisions.

The assessor must make good this omission. The appeal assessor therefore returns the report to the original assessor for rectification.

NOTE INFORMING AN OFFICIAL THAT HIS STAFF REPORT HAS BEEN SUBMITTED FOR SIGNATURE TO PERSONS WHO SHOULD BE CONSULTED UNDER ARTICLE 3 OF THE GENERAL IMPLEMENTING PROVISIONS

CONFIDENTIAL AND URGENT

NOTE to .....

Your staff report

I enclose the four copies of the staff report drawn up in respect of your activities from 1 July 1971 to 30 June 1973 which you referred to me by your comments dated .....

I must inform you that, under Article 3 of the general provisions for implementing Article 43 of the Staff Regulations, I have submitted your report for signature to .....

This note therefore constitutes an amendment to your staff report and will be attached to it in your file. You have eight days in which to sign it and to return to me three copies of the report with annexes, including the originals.

I must inform you that, under Article 7 of the general implementing provisions, you are entitled to submit your report and your comments thereon to the Joint Committee on Staff Reports.

In that case you should request this explicitly, at the same time returning to me all four copies of the report and of the comments you have made on separate sheets.

The request must be lodged within eight days following receipt of the present note.

I myself will forward your request to the Joint Committee on Staff Reports via the Secretariat of the Directorate-General and Directorate-General IX.

(Signature)

(c) Failure to consult persons who should have been consulted

In this case the appeal assessor himself sends the report to the persons who must sign it under Article 3 of the general implementing provisions. The procedure for doing this is set out under heading B.6.2. of the present guide. When those persons have signed the report the appeal assessor will inform the official accordingly by means of a note following the example on the preceding page.

\*



#### B.8.4. THE OFFICIAL'S COMMENTS, IF ANY

After the report has been drawn up by the appeal assessor and sent to the official concerned, the official has eight days in which to sign the additional sheet or the note annexed to his report and to make any new comments.

If the official has no comments to make, he returns three copies of the report and of the documents annexed to it, including the originals, to the appeal assessor, keeping one copy for himself.

The official may make two types of comment:

- (a) Comments which he wishes to appear in his file with his staff report to clarify one or more details in the report;
- (b) Comments expressing disagreement with either the form or the substance of the report and which he wishes to put before the Joint Committee on Staff Reports.

Comments made by the official to clarify a detail in the report, but which he does not intend to put before the Joint Committee on Staff Reports, must be set out in quadruplicate on separate sheets of paper. The official should attach one copy of his comments to each copy of the report and should write the words "Comments attached" before his signature on the note or on the additional sheet filled in by the appeal assessor. He then sends three copies of the report and of the annexed documents to the appeal assessor, as specified above.

Should the official wish his comments to be referred to the Joint Committee on Staff Reports he must state this explicitly at the end of them. As before, he must make them in quadruplicate on separate sheets of paper, one copy to be attached to each copy of the report. The official should write "Comments attached for the Joint Committee on Staff Reports" on the note or on the additional sheet filled in by the appeal assessor, to whom he should then send the four copies of the report and of the annexed documents.



C. CONSULTATION WITH THE JOINT COMMITTEE ON STAFF REPORTS

C.1. The principle of the automatic right of appeal

C.2. The intervention of the Joint Committee on Staff Reports

C.3. The opinion of the Joint Committee on Staff Reports

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## C. CONSULTATION WITH THE JOINT COMMITTEE ON STAFF REPORTS

### C.1. THE PRINCIPLE OF THE AUTOMATIC RIGHT OF APPEAL

Article 7 of the general provisions for implementing Article 43 of the Staff Regulations stipulates that, if the official so requests, the entire report and comments thereon shall be referred to the Joint Committee on Staff Reports for its opinion. This request to the Joint Committee on Staff Reports in no way prejudices the subsequent right to appeal under Article 90 of the Staff Regulations.

### C.2. THE INTERVENTION OF THE JOINT COMMITTEE ON STAFF REPORTS

The official must explicitly request that his case be referred to the Joint Committee on Staff Reports. He will make this request at the end of the comments he formulates after his report has been passed to him by the appeal assessor. The official's comments must be as precise and as full as possible to enable the Committee to complete its work within a reasonable time.

### C.3. THE OPINION OF THE JOINT COMMITTEE ON STAFF REPORTS

The Joint Committee on Staff Reports delivers an opinion which must be communicated both to the official and to the appeal assessor through the Directorate-General for Personnel and Administration.

Two situations can arise:

- (a) the Joint Committee on Staff Reports decides not to follow up the comments made by the official.

In this case the Committee's opinion is simply put away in the official's personal file together with his staff report;

- (b) the Joint Committee on Staff Reports delivers an opinion concerning the form and/or the substance of the report.

In this case the appeal assessor is requested by the Directorate-General for Personnel and Administration to reexamine the staff report file in the light of that opinion. The appeal assessor must give a decision and establish the official's definitive staff report within eight days of receiving the request.

SPECIMEN NOTE INFORMING AN OFFICIAL THAT HIS REVISED STAFF REPORT ON  
APPEAL IS BEING AMENDED

CONFIDENTIAL

NOTE to .....

Your staff report for the period from 1 July 1971 to 30 June 1973

Following the opinion on your comments delivered by the Joint Committee on Staff Reports at its meeting of ....., I must inform you that I have decided to reconsider the assessments of you which I made when revising your staff report on appeal.

The new report, drawn up on the additional sheet which I am enclosing, replaces the original report. This new report is therefore definitive and will be deposited in your personal file.

I enclose your copy of the report.

(Signature)

Enc.

(1) If the report is amended

If the appeal assessor, in the light of the Committee's opinion, amends the assessments which he gave the official, he draws up a new revised report on appeal, in quadruplicate. This new report is considered definitive, unless the analytical assessment (item 6 of the report) is less favourable than before.

One copy of this new report is sent to the official concerned, accompanied by a note following the specimen on the preceding page.

SPECIMEN NOTE INFORMING AN OFFICIAL THAT A MINOR AMENDMENT HAS BEEN  
MADE TO HIS STAFF REPORT

CONFIDENTIAL

NOTE to .....

Your staff report for the period from 1 July 1971 to 30 June 1973

In view of the opinion on your comments delivered by the Joint Committee on Staff Reports at its meeting of ....., I must inform you that I have decided to make the following changes to item 11: ..... of the assessment which I gave you when drawing up your revised report on appeal.

Point 11: .....

.....  
.....

This note constitutes an amendment to your staff report. The resulting report is thus definitive and will be deposited as it now stand in your personal file. I enclose your copy of the report.

(Signature)

Enc.

When only minor changes are made, the appeal assessor should set them down in a note drawn up in quadruplicate following the specimen on the preceding page, one copy to be attached to each copy of the report. He should then send the official his copy of the report, together with the attached note. At this stage the report is considered definitive.

It should be sent in an envelope marked confidential, with acknowledgement of receipt.

NOTE INFORMING AN OFFICIAL THAT HIS STAFF REPORT HAS BEEN CONFIRMED

CONFIDENTIAL

NOTE to .....

---

Your staff report for the period 1 July 1971 to 30 June 1973

Following the opinion on your comments delivered by the Joint Committee on Staff Reports at its meeting of ....., I must inform you that I have decided to confirm your staff report without amendment. Your report has thus become definitive and will be deposited as such in your personal file.

I enclose your copy of the report.

(Signature)

Enc.

(2) If the report is confirmed

If, after receiving the Committee's opinion, the appeal assessor confirms the assessment which he gave the official, he must inform the official without delay by means of a note following the specimen on the preceding page. This note must be sent to the official with his copy of the report, in an envelope marked confidential and with acknowledgement of receipt. Once this decision has been notified, the report is considered definitive.

+

+            +

The first assessor or, where appropriate, the appeal assessor must hand in the copy for his Directorate-General and forward to the relevant administrative office, via the Secretariat of his Directorate-General (1), the official's final report and all other related documents (in duplicate, of which the original is to be filed in the official personal file).

GENERAL

When the Joint Committee on Staff Reports has given a negative opinion (see heading C.3.a) or when the appeal assessor has taken a final decision (see heading C.3.b), officials are entitled to lodge a complaint under Article 90 of the Staff Regulations. The Joint Committee must be consulted regarding such a complaint. It will then be for the Commission, as appointing authority, to give a final decision on it.

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(1) See heading B.2.5, page 61.



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COMMISSION OF THE EUROPEAN COMMUNITIES

Directorate-General for  
Personnel and Administration

ADDENDUM TO THE GUIDE TO STAFF REPORTS

for the period from 1 July 1973 to 30 June 1975

JULY 1975

Memo for Commission officials

Staff reports for the period from 1 July 1973 to 30 June 1975

On 28 July 1971 the Commission adopted the general provisions for implementing Article 43 of the Staff Regulations (staff reports). These provisions were first applied for the reports on the period from 1 July 1969 to 30 June 1971; they are being maintained for the period from 1 July 1973 to 30 June 1975.

The rules governing staff reports, details as to their application and explanations on them are set out in the Guide to Staff Reports, of which an updated edition was issued to all officials when reports were last drawn up two years ago. The Guide continues to apply for the period from 1 July 1973 to 30 June 1975. The purpose of this addendum is to make a few practical changes on which the Joint Committee on Staff Reports has been consulted.

The results of the last two report periods showed that the number of officials assessed as "average" was not as high as expected (an average official is an official who habitually gives satisfaction to his superiors and whose ability, efficiency and conduct in the service call for no special comment).

Furthermore, the number of officials assessed as "above average" varied sharply from one Directorate-General to another.

Since staff reports affect a large number of officials, it is vital for assessors to approach their work on the most consistent lines possible. I have therefore given instructions for assessors to be provided with more ample information on the principles underlying the staff report system.

I hope that this will improve the consistency of staff reports both within each Directorate-General and as between the Directorates-General overall. The logical consequence should be a drop in the number of officials assessed as "above average".

I should like here to stress the importance of the dialogue between the assessor and the official assessed; even where both are in agreement on the report, I feel that the dialogue should become more widespread and that this would help to make the system work better.

This dialogue, strict compliance with the instructions in the Guide to Staff Reports and a greater degree of consistency in the assessments given are absolutely vital if the staff report system is to achieve its objectives.

A. Borschette

The November 1973 edition of the Guide to Staff Reports, covering reports for the period from 1 July 1971 to 30 June 1973, will continue to apply for reports for the period from 1 July 1973 to 30 June 1975. Naturally, for the period from 1973 to 1975, two years will have to be added to the dates used in respect of the 1971-73 period.

In order to improve certain points of the staff reports system in the light of experience on previous exercises, assessors must follow the following instructions:

1. Dialogue between assessor and official assessed

Although under Article 6 of the general provisions for implementing Article 43 of the Staff Regulations this dialogue is obligatory only where the assessor and the official assessed are not in agreement, it is highly desirable that the dialogue become more widespread and that the two sides should meet before the report is finalized (see page 119, para. B. 7, of the Guide).

2. Consultation with immediate superiors where the assessor is responsible for a large administrative unit

Where, because of the structure of an administrative unit, the assessor has a large number of reports to prepare (as in the Language Service or the JRC), it is particularly important for immediate superiors to be consulted and special attention must be paid to this (see page 81, para. B.4.2.1, of the Guide).

3. Officials whose duties have changed during the reference period

If an official has not actually been transferred but is nevertheless doing different work (for instance, after promotion), the assessor must mention this at items 4(a), 4(b) and 5(a) of the report.

In giving his general assessment, the assessor must also consider how the official has settled into his new work.

4. Officials acting as staff representatives

See Annex I.

5. Assessment of linguistic ability (item 7 of the report)

As regards officials in the Language Service, the assessment here must pay particular attention to knowledge of those languages in which the official actually works (see page 103, para. B.5.3, of the Guide).

4. Officials acting as staff representatives (in Staff Regulations bodies or unions)

I An ad hoc group of assessors is set up, comprising:

for the Staff Committee: three representatives of the local sections, one of whom must be the Chairman of the Central Staff Committee or a person representing him;

for the unions and staff associations: three representatives of the unions and staff associations represented on CLOSP.

The group will make reports on staff on full-time secondment, but will consult the superiors of the seconded official in his original department where the period of secondment is not the same as the period covered by the report.

A copy of the report, signed by the seconded official, will be sent by way of information to the Director-General under whom he nominally comes.

The group will be consulted by the person reporting on an official who, during part of the report period, is on full-time secondment. It will be consulted beforehand by the person responsible, according to the Guide to Staff Reports, for reporting on officials who have been "elected" or "on part-time secondment".

Reports on officials "appointed" will be made by the person responsible according to the Guide, who will not have to consult the group. In case of disagreement the official concerned, like other officials "appointed" by the appointing authority, will be able to appeal to an appeals assessor and then to the Joint Committee on Staff Reports, and these will have to take account of the activities pursued by virtue of the appointment.

Officials "delegated" to a consultative body will be governed by the same procedure as officials "appointed".

Officials "assigned" will be reported on by the person responsible according to the Guide, who will consult the person or persons responsible in the department to which the official is assigned.

The above arrangements apply by analogy to local staff.

Superiors of officials "appointed" to a body set up under the Staff Regulations or by the administration - whether by the appointing authority or by the Staff Committee - or the superiors of officials "delegated" to such a body will henceforth systematically receive a formal note from the administration informing them of the terms of the appointment, a copy being sent to the official himself, who may then, if he wishes, have it recorded in his personal file.

II Definitions: "seconded", "appointed", "elected", "delegated" and "assigned" to represent the staff

(a) "Seconded"

Staff exempted by the appointing authority from doing their work in a Commission department, enabling them to devote themselves to the work of representing the staff following a decision by a competent body (Staff Committee or CLOSP).

These staff have generally been elected chairman, deputy chairman, secretary or other officer of a Staff Committee or member of the political secretariat of CLOSP. At the end of their term of office, they are reassigned to their original department.

All such staff are currently on full-time secondment.

(b) "Elected"

Staff elected to represent the staff on official bodies. They are assigned to an administrative unit and continue to work there. The duties which they take on as staff representatives are regarded by the Staff Regulations as "part of their normal service in their institution".

(c) "Appointed"

Staff who, whether or not elected to an official staff body, are entrusted with a special appointment by a Staff Committee, trade union or staff association.

(d) "Delegated"

Staff delegated by the trade unions or staff associations to sit on CLOSP or on a consultative, negotiating or representative body.

(e) "Assigned"

Staff assigned to provide administrative back-up services to official or union bodies representing staff. These staff generally appear on the establishment plan of DG IX.