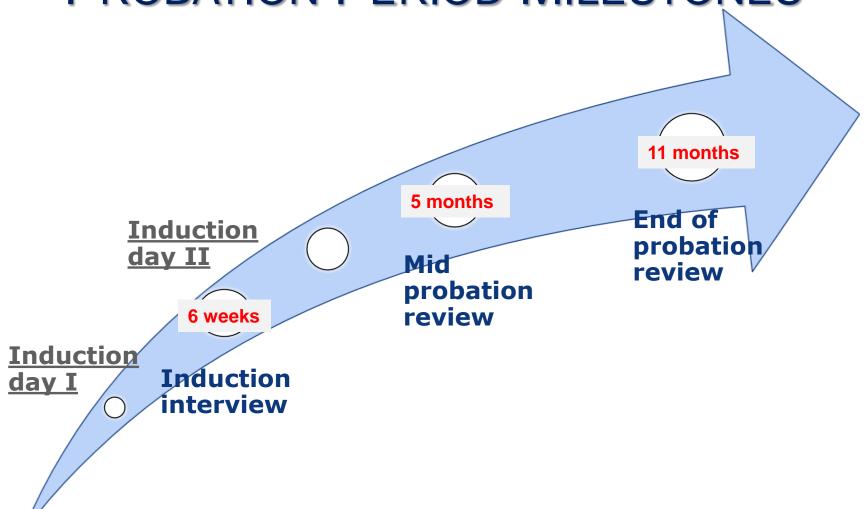
PERFORMANCE APPRAISAL AND MANAGEMENT AT CERN

HR Induction





PROBATION PERIOD MILESTONES





INDUCTION INTERVIEW

- Define work objectives for the first 12 months
- Discussion on development needs
- Chance for feedback / dialogue
- Mandatory for Staff; Strongly recommended for Fellows





MID / END PROBATION REVIEW

- Monitor and evaluate results of work objectives, progress etc.
- Chance for feedback / dialogue
- Check / finetune development needs
- Performance appraisal over 6 months / over the year (what has been achieved and how it has been achieved)



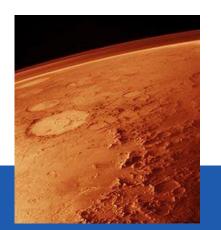


ANNUAL PERFORMANCE REVIEW

 Merit Appraisal: annual appraisal of performance. Includes periodic evaluation of functions and/or expertise.

and

 Recognition Scheme: takes the form of career evolution and/or financial award



MARS



THE MARS EXERCISE



Jan-Mar	Annual MARS Interview	PAST: -review results of work o -discuss competencies u -feedback -exchange of views	FUTURE: -set work objectives -set development objectives					
Feb-Apr	MARS appraisal (MARS form)	Electronic form (EDH) which represents an official record of what was discussed at the interview						
Apr-Jun	Performance qualification	Department Head rates performance of staff members:						
	and advancement and promotion decisions	Non-Meritorious Meritorious Particularly Meritorious	Exceptiona	ement dvancement advancement or				
			promotion					

CAREER EVOLUTION

•Semi-skilled	Specialized Skilled crafts Skilled office work	•Adı	Technical Administrative Craftsmanship		•Higher Technical •Higher administrative	•Technical Engineering •Executive administration	Scientific Engineering Professional administration	•Senior Staff	
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Promotion				Proposed in case of change of PERFORMANCE					
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WHERE CAN I FIND OUT MORE?

- MARS FAQ Admin e-guide
- MARS Coordinators
- HRAs



