

ESO People Policy



## Introduction



Credit: ESO/M. Zamani

Essential ingredients for ESO's continued success after more than 50 years include its magnificent sites, its state-of-the-art facilities, strong support by Governments and Institutions in Member States and most importantly its highly-talented, committed and hard-working staff. Our personnel are drawn from many nationalities and are diverse by nature. Diversity is an added value that ESO treasures and protects. Working together effectively, sharing responsibility, treating each other with proper respect, and finding the right work-life balance are all important ingredients for the success of ESO and the continued well-being of all its staff. This document describes ESO's policy on these matters, and could be termed the 'ESO Way' on how we want to move forward together. Everyone is invited to read it carefully, and to apply its principles in our daily professional activities.

A handwritten signature in black ink that reads "X Barcons". The signature is written in a cursive style with a long, sweeping underline that extends to the right.

Xavier Barcons  
Director General

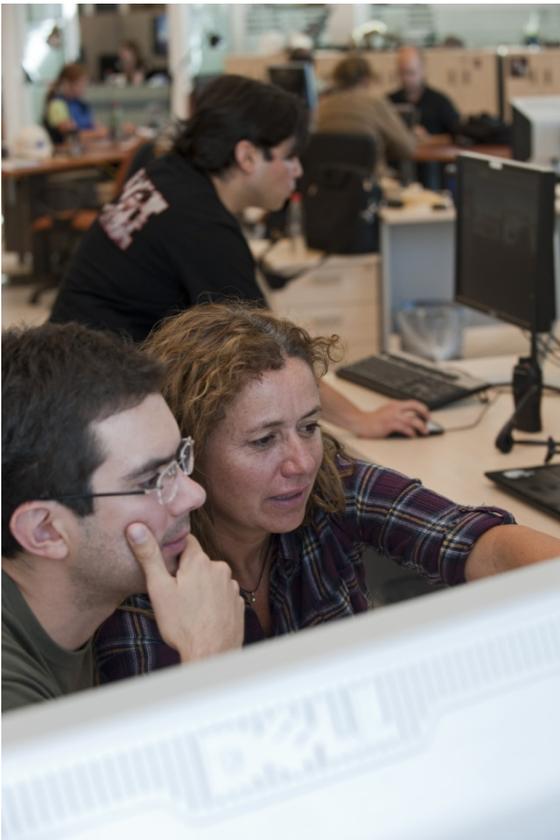
## Working at ESO

ESO aims at providing a stimulating, challenging and international working environment where members of personnel contribute essentially and pro-actively to its projects and operation to keep the Organisation on the scientific and technical forefront of ground based astronomy.

ESO fosters team spirit and team work but also encourages and supports individual development through learning activities including training, mentoring and mobility.

ESO protects the health and welfare of its members of personnel and follows high standards of safety, security and environmental protection. Members of personnel are required to fully cooperate in all matters affecting their own safety, and the safety of their colleagues.

Discrimination on the basis of origin, nationality, religion, race, gender, sexual orientation, appearance or age is never tolerated towards or amongst ESO staff.



## Joining ESO

ESO's success depends critically on its members of personnel. Therefore the Organisation aims to attract, develop and retain the best members of personnel to ensure the Organisation's continued success. This is a primary responsibility of all managers at ESO.

Every new member of personnel joining ESO will become an active member in the development and operation of world-class observing facilities for astronomical research. This implies a highly motivated commitment and loyalty to the organisation, a drive for continuous improvement, and leaves no room for complacency.

In view of the importance of this mission, special attention will be paid to the matching of candidates' professional, technical skills and competences as well as experience and commitment to the organisational requirements. For leadership positions, appropriate management skills, good judgment and the ability to motivate people and teams are required.

ESO has a common understanding of leadership at all levels of the organisation. It is characterised by the ability to:

1. **L**ead by formulating and communicating long-term visions, goals and strategies;
2. **E**mpower and support the team members to achieve their individual objectives;
3. **A**lign individual objectives with the global goals and support people in achieving them;
4. **D**evelop people and help them grow;
5. **E**stablish and inspire trust and
6. **R**esolve conflicts in a fair way.

Flexibility and commitment is necessary and essential in ensuring continuous professional and organisational development. Members of personnel may change project or assignments, and move to other positions or to other duty stations. This however is no entitlement but rather depending on operational requirements.

## Working together

As an equal opportunity employer, it is a prerequisite for us to treat each other with mutual respect and trust.

Communication, sharing experiences and developing skills are essential and relevant in all parts of the Organisation.

Efficient and open communication, transparency and integrity are our core principles.

Efficient and open communication means providing timely information and demonstrating a willingness to listen. We seek to engage our people in discussion, as well as demonstrate a willingness to cooperate with each other across team boundaries and to help.

Transparency is based on making information openly available and on genuine and honest discussion.

Integrity entails ethical behaviour which is a fundamental requirement for all staff working in a publicly-funded Organisation like ESO.

This is complemented by sharing experience and knowledge, whilst encouraging individual and collective initiative.

## Shared Responsibility

As a leader or as a peer, each member of personnel has a personal responsibility for dealing appropriately with people.

Managers have the responsibility to ensure they work with their staff, delegating to the most



appropriate level, and providing appropriate support.

## Remuneration

ESO offers a competitive remuneration structure within a comprehensive compensation package. Remuneration includes salary, allowances, grants and an attractive social security scheme.

ESO reviews its remuneration regularly in comparison with other international organisations and the private sector so as to keep in line with market trends.

The remuneration structure is kept simple and avoids unnecessary complexity. It aims to provide effective compensation and reward for work done and achieved performance.

## Performance Management

Formal assessment takes place at least once a year. Its purpose is to maximise individual effectiveness and potential so that members of personnel's efforts are targeted towards the achievements of the Organisation's objectives and priorities. Performance Reviews are part of an ongoing and regular dialogue between staff and supervisor. It is essential that staff receive and give feedback on relevant aspects concerning the staff member's performance including the development of their skills and competences. This review includes strengths and areas for improvement.

The assessment is based on attainment against the pre-agreed objectives and the extent and manner of achievements as well as on the ESO Competency Framework.

Efficient performance management emphasising the achievement of agreed objectives is the primary responsibility of each supervisor. The necessary time must be dedicated to monitoring performance and providing feedback on an ongoing basis.

When assessing potential it has to be kept in mind that the best indicator of talent is achievement. Members of personnel will be given every opportunity to demonstrate their abilities and potential.

Applicants for leadership and managerial positions should clearly demonstrate their willingness and ability to promote the ESO Way and to support ESO's people policy.



## Learning and Professional Development

The willingness to learn and adjust to changing requirements is a condition of employment by ESO which is supported throughout a dedicated learning and qualification programme. We should be conscious of the need to continuously improve our knowledge and skills.

All members of personnel have the opportunity to discuss their training and development needs, balancing personal and organisational requirements. The majority of needs are assessed during the annual performance review.

Managers have the role of assessing the benefits and improvements achieved as a result of learning activities.

Each manager has the responsibility for identifying the resources necessary for the professional development of their staff as an important part of her/his duties.



## Work-Life-Balance

The private and professional life of ESO's members of personnel should be well balanced. A well-managed work-life balance reinforces not only employee satisfaction, loyalty and productivity, but also helps in attracting and retaining people.

ESO is willing to support members of personnel by providing regular medical examinations, on-site fitness programmes, day care facilities, and to support members of personnel who wish to take an active part in the life of the community or by assuming responsibilities in professional or voluntary organisations.

ESO has implemented family-friendly policies to support staff to maintain a healthy work-life balance, and will continue to review these against best practice.

*Please do not hesitate to contact Human Resources if you require further information or assistance. It is important to note that this policy does not replace any aspect of the ESO Staff Rules and Regulations.*