



Action Plan on Geographical Balance

POLAND

2023

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1. Introduction

In line with the 2018 report on Geographical balance¹, the new HR strategy² “**Communication to the Commission: A new Human Resources Strategy for the Commission**”³ highlights the importance of geographical balance of all staff, which is to be strengthened, and foresees the development of Action Plans together with under-represented Member States. This Action Plan represents a joint political commitment by the Member State and the European Commission (Commission) to strengthen geographical balance, and takes the form of measures to be undertaken by the Member State, by the Commission as well as joint measures.

As a rule, discrimination based on nationality is prohibited by the Treaties⁴, the Charter of Fundamental Rights and the EU Staff Regulations. At the same time, the EU Staff Regulations require that EU institutions recruit staff from the broadest possible geographical basis.⁵ In 2014, the co-legislators introduced a new legal basis for each institution to adopt appropriate measures where a significant imbalance between nationalities of Officials is observed and is not justified by objective criteria.

The methodology for defining the objective to be reached has been subject of several communications⁶ over time. It has taken the form of guiding rates or reference values, as well as indicative recruitment targets for enlargements.⁷ In its 2018 report on geographical balance⁸, the Commission considers a significant imbalance is observed if the share of nationals of one or more Member States amongst staff is lower than 80% of the relevant guiding rate and is focussing on AD staff occupying non-management functions excluding linguists. The Commission regularly reports on the state of play on presence by nationality among its staff. Measures have been adopted by EPSO and the Commission when imbalances were observed. However, these measures have not always provided results in line with the objective. Under-representation in many staff categories is still observed in several nationalities, including in the case of Poland.

More recently, the Commission committed in its HR Strategy that it will prepare specific Action Plans, together with the Member States concerned, to address this issue and take into account the specificities of each Member State.⁹ In addition, the HR Strategy indicates that, in line with Article 27

¹ [COM\(2018\)377final/2](#)

² [C\(2022\) 2229 final](#)

³ According to the Communication to the Commission: *A new Human Resources Strategy for the Commission*, [C\(2022\) 2229 final](#), ‘On geographical balance at all levels, though by law we need to recruit staff on the broadest possible geographical basis from among nationals of Member States of the Union, there are categories of staff for which certain Member States are currently under-represented. [...] In 2022, specific action plans will be developed together with these Member States to improve their balance, keeping in mind that by law, no posts should be reserved for nationals of any specific Member State.’

⁴ Article 9 of The Treaty on European Union requires that “in all its activities, the Union shall observe the principle of equality of its citizens”.

⁵ See in that sense Article 27 of the EU Staff Regulations and Article 12 of the Conditions of Employment of Other Servants.

⁶ Commission Communication of Mr Van Miert SEC(1994)844 of 17 May 1994 at the occasion of the accession of Austria, Finland and Sweden; Communication of Mr Kinnock concerning the recruitment of Commission officials from the new Member States of 14 February 2003 C(2003)436/5, adopted on 19 February 2003; Communication of Mr Kallas C(2006)5778 concerning the recruitment of Commission officials and Temporary Agents from Bulgaria and Romania of 24 November 2006, adopted by Written Procedure on 1 December 2006 (SEC(2006)1574/5); Communication of Vice-President Šefčovič concerning the recruitment of Commission officials and Temporary Agents from Croatia of 12 July 2012, (SEC(2012)436 final).

⁷ The indicative recruitment targets refer to nationals from Member States joining the EU on the occasion of enlargements.

⁸ [COM\(2018\)377final/2](#)

⁹ According to the Communication to the Commission: *A new Human Resources Strategy for the Commission*, [C\(2022\) 2229 final](#), ‘On geographical balance at all levels, though by law we need to recruit staff on the broadest possible geographical basis from among nationals of Member States of the Union, there are categories of staff for which certain Member States are currently under-represented. [...] In 2022, specific action plans will be developed together with these Member States to improve their balance, keeping in mind that by law, no posts should be reserved for nationals of any specific Member State.’

of the EU Staff Regulations, the Commission will consider adopting General Implementing Provisions to enable actions aiming at improving geographical balance.

1.1. Developments in 2022

In order to address geographical imbalances of Poland (both structurally and in the shorter term), the Director-General for HR and the Permanent Representative of Poland agreed on 24 May 2022 to jointly prepare this Action Plan, based on the specific situation of Poland. The aim of the Action Plan is to outline the reasons for Poland's low representation, and to set out measures to be undertaken by Poland, the Commission, EPSO, as well as measures to be undertaken jointly in order to address it. The implementation of some measures has already commenced in 2022 and is ongoing. The assessment of the results will be undertaken in the first quarter of 2024.

However, in line with the EU Staff Regulations, all work to address geographical imbalances is to be done in the context of no posts reserved for nationals of a specific Member State, and merit remains the primary selection criterion.

2. Poland: challenges and outlook

2.1 Geographical balance snapshot as of 31/12/2022

Poland's presence in the overall non-linguist AD staff (including management)¹⁰ and at AD5-AD8 level is below 80% of its guiding rate (Figure 1). Since 2016, the non-linguist AD staff (excluding-management) has been stable while the AD5-AD8 staff has been consistently declining (Figure 2). Poland is below 100% of the guiding rate at Middle Management level and below 100% of the guiding rate at Senior Management level. The trended presence of non-permanent staff is depicted in Figure 3. The same figure also shows that Poland is below 80% of the guiding rate at the level of Temporary Agents and Contract Agents FGIV. Participation by Poles in EPSO competitions is extraordinarily low versus the expected percentage relative to its population and the pass rate is slightly below EU average leading to a Polish under-representation at entry levels.

¹⁰ According to the Report from the Commission to the European Parliament and the Council pursuant to Article 27 of the Staff Regulations of Officials and to Article 12 of the Conditions of Employment of Other Servants of the European Union (Geographical balance (COM(2018) 377 final/2), only the distribution of staff occupying non-management functions is considered. The report excluded management staff from its scope and the guiding rates defined for non-management staff are not therefore directly applicable. Indeed, the only relevant legal basis referring to geographical balance in management staff in the Commission, the Compilation Document on Senior Officials Policy (SEC(2004) 1352) only refers to functions of Director-General or equivalent (i.e. Deputy Director-General or Hors Classe Adviser) stating that the Commission considers it a desirable objective that each nationality should hold at least one function corresponding to the basic post of Director-General. Nonetheless, it is longstanding internal administrative practice to monitor the presence of Middle and Senior Management staff by analogy to the levels defined in the different Communications in effect (see footnote 6). Since 2018, the guiding rates per Member State used for internal monitoring of the presence of Middle and Senior Management staff in the Commission are the percentages defined in the 2018 report, even if they are not directly applicable. Internal reporting is established by reference to 100% of the guiding rates.

Detailed analysis:

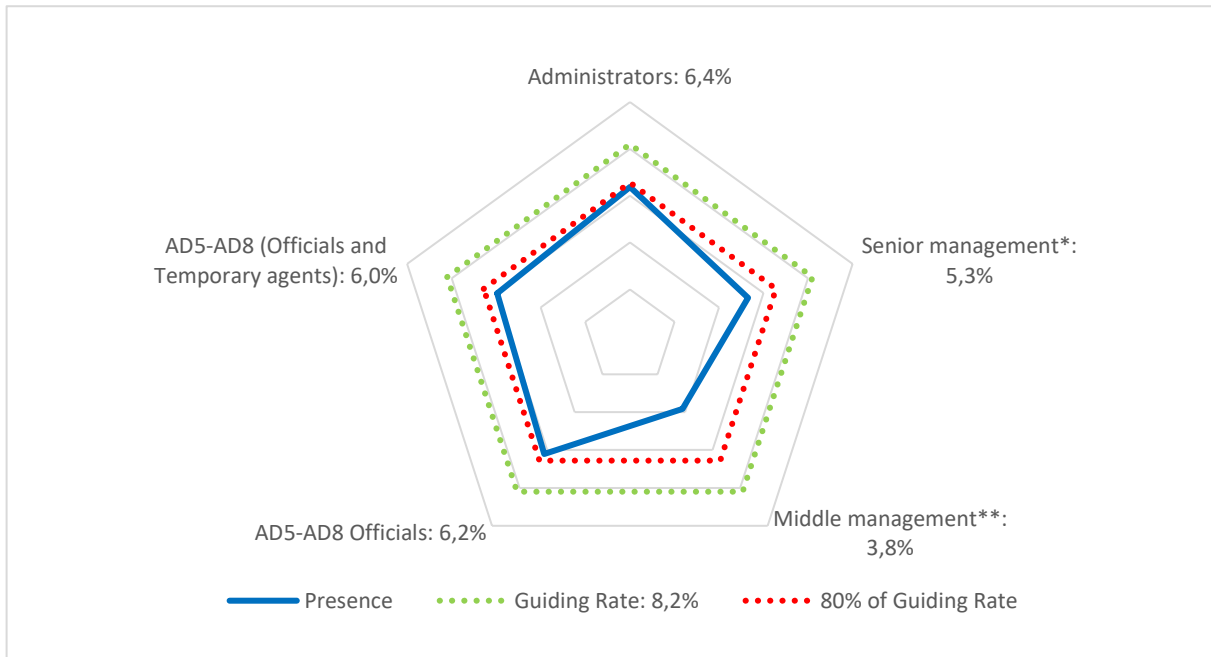
For a guiding rate of **8,2%**, under-representation is defined as below 80% of the guiding rate which for Polish nationals corresponds to **6,6%**.¹¹ Therefore, Polish nationals are:

- Below 80% of the guiding rate among all Commission staff (5,8%) and among AD non-linguists (including management) (6,4%). Regarding the population of all ADs, 8,6% are Temporary Agents;
- Below 80% of the guiding rate among AD5-8 non-linguists (6,0%), of which 22,1% are Temporary Agents;
- Above 80% of the guiding rate at AD9-14 non-management grades (7,2%);
- Below 100% of the guiding rate at Middle Management level (3,8%) and at Senior Management level (5,3%).

¹¹ This Action Plan concerns EU-27 nationalities and guiding rates without the UK from the Geographical Balance Report [COM\(2018\)377final/2](#). Managers that changed their first nationality from British to one of the EU-27 nationalities after 29/3/2017 are considered to have kept their British nationality in line with section 2, 1.2.2.1 of the Report.

Figure 1. Polish presence of permanent staff (including Temporary Agents) at the EC on December 31, 2022

(N.B. A nationality within a Staff category is considered as sufficiently represented when it is at/above 80% of the guiding rate of the Member State - i.e., the red dotted line; it is considered as under-represented, when it is below 80% of the guiding rate).



* Includes Directors-General, Deputy Directors-General, Hors Class Advisors, Directors and Principal Advisors. ** Includes Heads of Unit, Heads of Departments, Heads of Tasks Forces.

Figure 2. Polish trended presence of All AD (non-management), All AD5-AD8, Temporary Agents as % of guiding rate

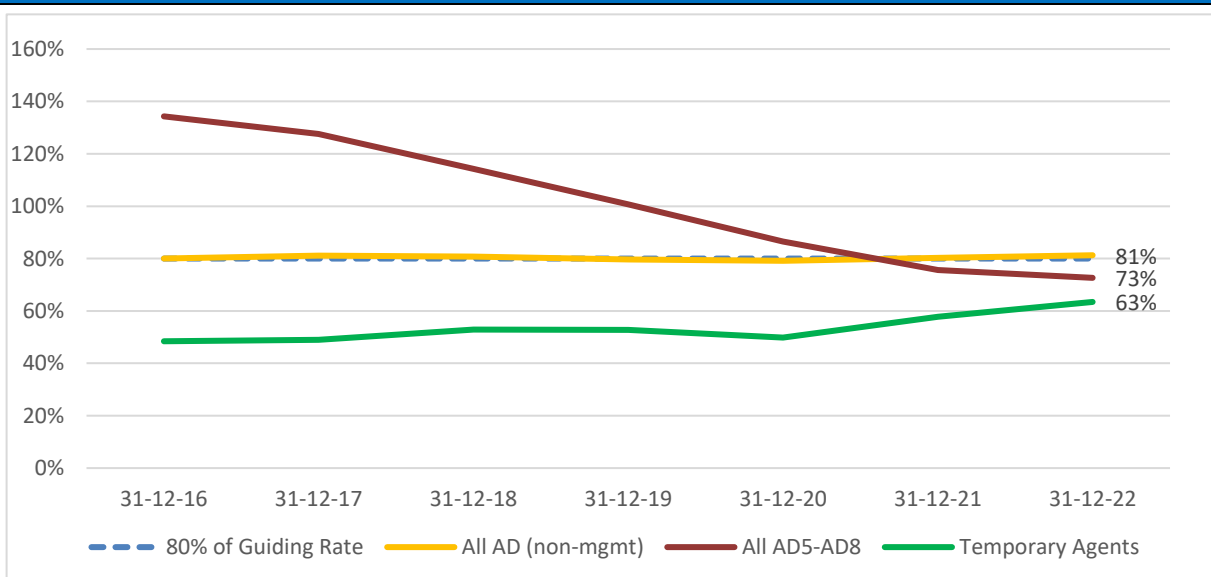
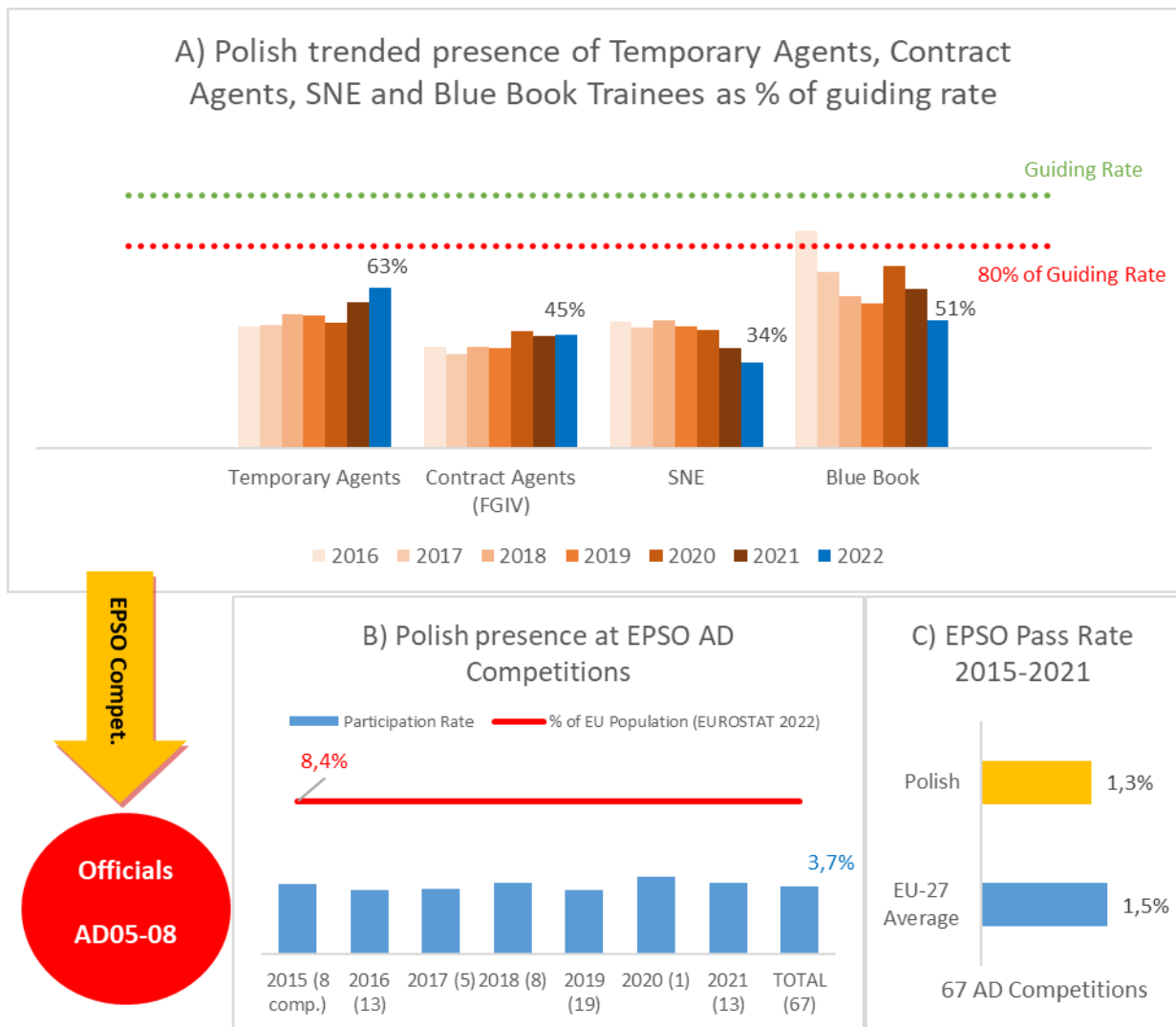


Figure 3. Factors influencing Polish presence at the EC



A) Non-permanent Staff of Polish nationality is under-represented in the Commission workforce, with shares below 80% of the guiding rate in 2022. Together with external candidates, they have access to EPSO (external) competitions that could lead to permanent contracts (Officials AD5-AD8). In addition, Temporary Agents and Contract Agents are eligible to apply for internal competitions. Although Seconded National Experts (SNEs) do not fall within the parameters of the EU Staff Regulations, the Commission takes them into account as a relevant entry point for permanent positions, with potentially significant impact on an overall representation of a particular Member State.¹²

B) Participation in EPSO AD competitions by Polish candidates initiated between 2015 and 2021 is below the expected rate based on the size of the population.

C) The pass rate of EPSO AD competitions initiated between 2015 and 2021 is slightly below the EU average.¹³ The results from measures targeting EPSO competitions will depend on the frequency of these competitions.

¹² Across the Commission, 74% of SNEs are funded jointly by the Commission and the Member State (so called, “shared cost” SNEs) whereas 26% are paid in full by the Member State (“cost-free” SNEs).

¹³ The indicated EPSO participation and success rate refers to an aggregated average of all AD competitions initiated between 2015-2021.

2.2 Outlook

Finally, the picture should also be interpreted in light of the following additional elements:

- Low participation in EPSO competitions could be seen as a consequence of the improved attractiveness of the Polish labour market and low unemployment in recent years.¹⁴ According to individual interviews with Poles (conducted by Poland) a perception of lack of career perspectives for Polish staff could be still one of the factors;
- Lengthy and complex EPSO competitions resulting in reduced attractiveness of EU careers. To seek to address this, the new EPSO Competition framework was adopted at the end of January 2023 which is aimed at shortening and simplifying selection procedures. The first competitions under the new EPSO Competition Model will take place in 2023.

3. Measures to address under-representation

3.1 Poland's actions and initiatives

3.1.1 Current (updated by Poland)

The Chancellery of the Prime Minister, together with the institutions responsible for EU careers in Poland, undertakes the following:

- Responds to queries on EU careers on an ongoing basis. There are dedicated mailboxes at the Chancellery of the Prime Minister: kariera.ue@kprm.gov.pl and in the Permanent Representation of the Republic of Poland in Brussels: Brussels.eu.careers@msz.gov.pl, where anyone interested in the EU career can obtain up-to-date information on current job vacancies announcements, internship opportunities in the EU institutions and possible trainings;
- Posts staff to the Permanent Representation of the Republic of Poland in Brussels to actively promote EU job opportunities, to organize meetings, to ensure assistance and guidance for applicants, to collect information on good practices from laureates;
- Provides up-to-date information on vacancies in the EU institutions by publishing information about job opportunities in the EU, on a daily basis on the websites of the Chancellery of the Prime Minister <https://www.gov.pl/web/premier/praca-w-instytucjach-unii-europejskiej6>;
- Promotes the Commission's traineeship programmes through wide dissemination of information about the recruitment procedures and schedules among students and career offices at the universities; Regular meetings in Brussels with Blue Book internship participants are organised – twice with every Blue Book session – at the beginning and in the end of the internship; dedicated LinkedIn group has been created to provide regular contact with trainees and deliver necessary information regarding the internship itself and the potential further steps that can be taken after completing the internship;

¹⁴ In 2022, the unemployment rate in Poland was at 2,9%, below the EU-27 average at 6,2% (%of population 15-74), [EUROSTAT](#)

- Cooperates with the Regional Centres for International Debates on promotion of the EU careers. The Regional Centres for International Debates are run by non-governmental organizations and universities in 16 voivodship cities and form a network coordinated by the Ministry of Foreign Affairs – their main goal is to animate the debate on the important international matters at the regional level. Apart from dedicated workshops, conferences and seminars, Regional Centres are organizing Schools of Diplomacy where separate panel discussions are focused on opportunities of the employment for the Polish graduates in the EU;
- Cooperates closely with line ministries, including the Ministry of Foreign Affairs (Head of Foreign Service) and its Diplomatic Academy, responsible for the employment of Polish citizens in the EEAS. There is a dedicated contact group on the secondment of national experts (the Chancellery of the Prime Minister serves as a contact point for providing up-to-date information on new secondments, including consulting the applications). There is also internal procedure on the secondment of national experts in force. Exchange of good practices within the Polish administration was also arranged (the Ministry of Finance has started a special program for the candidates to national experts that includes training, mentoring and preparation for the departure);
- Various types of training to help candidates prepare for EPSO exams are conducted, by universities, non-governmental organizations (including NGO's associations) as well as the National School of Public Administration which organizes full-time education for young graduates and Officials already employed within the public administration;
- Granting 16 scholarships per year (paid by the Ministry of Foreign Affairs) for those who want to study in the College of Europe.

3.1.2 Future (updated by Poland)

The Chancellery of the Prime Minister, together with the institutions responsible for EU careers in Poland, plans to undertake the following:

- Continue the initiatives mentioned in point 2.3.1;
- Organize dedicated lectures, webinars with the aim to present the job and internship opportunities and reform of the selection procedures in the EU institutions, also by and/or with the help of universities and NGOs. Assistance will be given to the lecturers regarding the up-to-date information about current stay of play in the field of competitions;
- Implement further the EU Career Ambassadors programme, including organization of additional trainings (in 2023 we plan to organize at least two full day trainings focusing on the new EPSO selection procedure, including test simulations; EU Careers Ambassadors Conference scheduled for October 2023 in Warsaw with the participation of EPSO representatives);
- PL will take steps to provide information on possible job offers to former trainees after completing their internship (by collecting their data based on their voluntary notifications and by increasing the number of former interns in a dedicated, closed LinkedIn group created by the Permanent Representation of the Republic of Poland in Brussels);

- Hold in the Permanent Representation of the Republic of Poland in Brussels regular meetings with SNE's and NEPTs to provide them with the information on current opportunities;
- Support further the promotion of trainings, seminars, workshops, and webinars available within universities, non-governmental organizations, and the National School of Public Administration by widely disseminating information via the distribution list and social media;
- Further expand good practices among the line ministries and share EU careers opportunities regularly with the civil service. Chancellery is planning series of meetings with individual ministries to present good practices in order to increase the number of secondments;
- Increase the number of Polish active Staff Ambassadors, who can assist the candidates and other EU institutions workers. Initial talks encouraging Polish nationals working in the Commission have been conducted. Staff Ambassadors can participate in events organized by universities or other institutions to promote employment in the EU;
- Strengthen the cooperation with the Regional Centres for International Debates with the aim to put actively the promotion of employment in EU institutions on their agenda (participation and presentations during information sessions);
- Strengthen the activities dedicated to spreading awareness about the attractiveness of EU Careers and traineeships (Blue Book programme) through different channels including universities (EU Careers' Ambassadors programme, Career Offices, academic personnel) and NGOs. Chancellery of the Prime Minister will reach selected faculties at the universities among others: international politics, European studies, and law, depending on the competition area in order to inform the students about the vacancies, procedures with special attention given to the new model of competitions;
- Expand the information activities on social media accounts, ex. LinkedIn, Twitter, and YouTube. Chancellery will set up an account on LinkedIn dedicated to employment in the EU institutions. Our intention is also to liaise with ministries, universities, think-tanks, and NGOs in the social media sphere to significantly broaden the target audience;
- Create newsletter, which can be sent to potential candidates regarding EU careers and develop social media campaigns, etc.
- Poss. launch of a nationwide promotion campaign in media. PL will conduct a campaign (in social media) in order to present practical tips for taking the exam, and/or to encourage participation in the competition;

3.2 European Commission's measures

To strengthen geographical balance, the Commission will adopt measures considering the specificities of Poland.

3.2.1 Actions aiming at redressing the observed imbalances in the short term, with impact on long term

In the short-term, actions aiming at improving geographical balance will mainly consist in promoting under-represented nationals in the recruitment process of non-permanent staff as statistics show that a significant part of successful candidates in external competitions belong to these categories.

As concerns the actions focussing on non-permanent non-linguistic AD level recruitments (which are valid both for the short and the longer term):

- DG HR launched in September a pilot project aiming to increase the share of Temporary Agents (TA) from under-represented Member States. DG HR is currently working with DGs to see how to increase the visibility of job vacancies, possibly yielding more applications from these Member States. The take-up of this initiative would need to be assessed before full roll-out, also in view of new IT solutions to handle large number of applicants. Commission DGs will be asked to **interview at least one candidate** from under-represented Member States when organising the selection of non-permanent staff as of September 2022.
 - These actions are expected to produce a short-term effect and longer-term effect, e.g., by organizing internal competitions, allowing the most successful non-permanent staff to be recruited as Officials. In this sense, the Commission ensured a greater predictability for this internal track by publishing a calendar for internal competitions until 2024.

Once the open Temporary Agent positions have been published, DG HR will inform the Permanent Representations of under-represented countries about these open posts.

- Commission DGs will be asked to interview at least one candidate from an under-represented Member States when organising the selection of non-permanent staff. In parallel, DG HR is preparing **General Implementing Provisions** (GIPs), which will allow the adoption of appropriate measures to tackle geographical imbalances (including competitions by nationality), if required. The HR Strategy indicates that nationality based open competitions will be used where appropriate, and in line with EU law, following an analysis of the impact of Action Plans for under-represented Member States. Whilst nationality-based open competitions are mentioned as possible appropriate measures under certain circumstances¹⁵, it needs to be ensured that they comply with Article 27 of the EU Staff Regulations.

The Blue Book traineeships are also a key entry point in the Commission. DG HR and DG EAC agreed to apply as of 2023 the Member States' **guiding rates** and replace the current geographical quotas to improve the geographical balance of the Virtual Blue Book candidate-trainees. For the October 2022 campaign, a top up was used to already improve the geographical balance of under-represented Member States and brought already positive results. All trainees already receive introductory training for EU Careers in general and positions as Contract Agents, AD5 and Junior Professionals Programme (JPP) in particular. Strategy for young professionals (to be elaborated with PL based on the above).

¹⁵ Those appropriate measures must be justified and shall never result in recruitment criteria other than those based on merit. Before such appropriate measures are adopted, the appointing authority of the institution concerned shall adopt general provisions for giving effect to this paragraph in accordance with Article 110.

3.2.2 Actions aiming at correcting the underlying causes of imbalances in the longer term

Actions aiming at correcting the causes of imbalances in the long term have a large spectrum. They include among others communication, outreach, targeted training.

- **External competitions:** The main measures in the EPSO Action Plan include:
 - a newly approved competition model focusing on reducing the duration of external competitions to 6 months, from publication of the notices of competition to publication of the reserve lists;
 - terminating the use of the Assessment Centre (oral tests) and using only written tests in the selection procedures;
 - creating a single-window review mechanism;
 - pre-publishing information materials for the EU knowledge test (used only for generalist AD and AST competitions);
 - possibly introducing a digital skills test for some competitions, in line with the needs of EPSO's institutional clients;
 - universal use of remotely proctored tests;
 - reasoning tests organised on a pass/fail basis (not ranked);
 - multilingual competitions with some testing in one specific language, in line with the needs of EPSO's institutional clients.

Moreover, EPSO will continue to publish information on competitions in due time and will strive to enhance communication with successful candidates on its reserve lists.

EPSO will also continue to provide targeted information on working and living conditions in Brussels and Luxembourg, including by providing relevant statistics and video staff testimonials. EPSO will continue to produce webinars for Member States EU Careers experts, public video tutorials, public online landing pages and infographics (in all 24 languages), as well as social media posts and ads for each competition. EPSO's new website (June 2022) will remain the main information hub for external competitions.

- **Outreach:** The Commission will actively mobilise available resources in the Commission's Representations in capitals to participate in outreach, public events and spread targeted communications materials on the EU civil service and emphasising the opportunities EU careers offer (value-based jobs, variety of policy fields, possibility to be hosted in other Member States or in third countries outside EU, etc).
- **Management:** The Commission will continue to work on identification of talent for managerial functions, and support for those Officials who aspire to Middle Management and Senior management is available to all nationalities. In addition, there will be a particular focus on under-represented Member States. Support includes tailored development programmes for aspiring Middle Managers and Senior managers, and other support measures. For aspiring Senior managers, this is in the form of individual coaching sessions, and for aspiring Middle Managers it is in the form of different learning experiences that include coaching, mentoring and career guidance.

3.3. Joint measures

Actions to be jointly undertaken by the Polish Government, the Commission and its Representation in Poland. These initiatives include among others targeted training, outreach and promotion:

- Implementation of the EU Careers' Staff and Student Ambassadors programmes, including trainings with the assistance of EPSO and co-operation with Polish nationals already working in the EU institutions. In edition of 2022/2023, 58 universities have participated, and 34 laureates were chosen among the best students. 71 universities from all over Poland, including small towns applied in edition 2023/2024.
- Identification of an Official within the EC Representations who is located in Poland, to disseminate information relating to EU Careers and collaborate with MS to provide support to citizens.
- Production of materials for social media campaigns for EU Careers by filming short inspiring testimonial videos from PL nationals who work for the EC.
- Ensuring that Poland is informed about updates on recruitment procedures. The Commission aims to share the information material (infographics, publications etc.) so the Capital can disseminate this information. An open line of communication should be kept between the Commission and Poland.
- Finally, it is also important to do everything to reach potential candidates who have not traditionally seen a career for themselves in the EU institutions. This could include qualified candidates from lower socioeconomic backgrounds, or from outside the main universities and centres of population, or candidates with disabilities, or with an ethnic minority background. These groups are currently under-represented among Commission staff and reaching out to them could be a way of both increasing the talent pool and increasing diversity among Commission staff.

4. Data and performance Indicators

4.1 Data sharing on geographical balance

The Commission is conscious that Member States need to be regularly informed on the evolution of the situation regarding geographical balance. The 2018 report on geographical balance was a one-off exercise (as foreseen by the EU Staff Regulations). The Commission committed however to present **data on Staff geographical balance to the Working Party on Staff Regulations (WPSR) once a year** (higher frequency would not be appropriate for several reasons: statistical significance, influence of external constraints, technical factors; granularity is to be examined also in light of personal data protection; additional ad hoc requests could be examined on a case-to-case basis).

In addition, the Commission will continue to provide **comprehensive statistics at regular intervals** through different channels: via the Europa website (HR statistics and Statistical Bulletin); three times a year directly to Permanent Representations (full staff listings); via regular updates to the WPSR on geographical balance.

4.2. Action Plan performance indicators

The measures implemented by Poland, the Commission and EPSO will be assessed in the first quarter of 2024 according to the following indicators (non-exhaustive list). The baseline used will 31 December 2021:

Output indicators (they relate to implemented operations/measures by measuring what is directly produced/supplied):

- Indicators related to promotional and communication activities to be developed based on the design/setup of the measure and internal capacities to collect the data:
 - The number of queries solved regarding EU Careers, for example, by the Permanent Representation of the Republic of Poland in Brussels;
 - The number of webinars, workshops and seminars to promote specific EU jobs as well as EU careers, including the number of participants;
 - The possible number of Polish candidates that attend training and coaching sessions for the Commission's external and internal competitions subject to the sessions taking place;
 - Number of annual College of Europe scholarships;
 - The scope of outreach efforts such as promotional campaigns and number of social media and website followers, subscribers and users (twitter/LinkedIn);
 - Number of EU Careers Staff Ambassadors;
 - Number of EU Careers Student Ambassadors.

Result indicators (they capture the expected effects on participants or entities brought about by an operation/measure):

- Number of applicants to the Blue Book traineeship programme, and number of trainees who start the traineeship;
- Number of Blue Book Trainees who become Commission staff;
- Number of successful candidates the Junior Professionals Programme (JPP);
- Share of Temporary Agents and FGIV Contract Agents;
- The number of non-permanent staff, and the number of external candidates who become Contract Agents FGIV, AD5-8 Temporary Agents or AD5-8 Officials;
- Share of administrators across various grades, focusing on AD5-AD8 Officials;
- Participation and success¹⁶ rate at EPSO competitions.¹⁷
- Number of SNEs.

¹⁶ The pass rate can be applied as an indicator only when the results of the competitions in 2023 under the new model will be known.

¹⁷ The results from measures targeting EPSO competitions will depend on the frequency of these competitions.

5. Next steps



Drafting Action Plan... **Implementation...** **Assessment...** **Follow-up...**

As per the HR Strategy, the Commission, has committed to improve geographical balance by meeting all Member States and drafting joint Action Plans for those that are under- represented in entry grade categories of staff. These Action Plans are not to be seen as “a one-off reporting” but rather as a continuous, dynamic process made jointly by the Commission and the concerned Member State.

The implementation of the soft measures in the joint Action Plans will be carried out during 2023. Based on the collected data on output and results indicators, the Commission will jointly with the Member State make an assessment of the impact of these measures during the first quarter of 2024.¹⁸

Based on the jointly reached conclusions from the assessment, it will be discussed whether to include further measures in addition to those already listed in this joint Action Plan. In addition, an annual follow-up of the statistics in the Working Party on Staff Regulations is foreseen as well as regular monitoring of geographical balance and continuation of a dialogue with the Member States.

The Commission encourages Member States to share their best practices. Synergies can be achieved by launching joint actions in Brussels, including the joint job fairs, and organizing communication and outreach events to promote EU Careers wherein the Commission and other EU institutions could participate.

¹⁸ The assessment will be based on measures starting from the 1st of January 2022.

6. Annex: Glossary on Staff Grades and Categories

Administrator: This percentage includes staff between AD5-AD16. It includes managers and Temporary Agents. It excludes linguists.

AD5-AD8 Officials: This percentage includes AD5-AD8 Officials. It excludes linguists and Temporary Agents.

All Commission staff: This percentages includes all ADs, ASTs and AST-SCs in the Commission. It includes linguists and Temporary Agents.

Average EPSO Pass Rate: This percentage shows the EPSO Competition pass rate in comparison to the average EU-27 pass rate (1.5%) for competitions initiated between 2015 and 2021.

Blue Book Trainees (BBT): Twice a year, the Commission offers 5-month paid traineeships. The traineeships begin in March or October. This percentage includes both sessions per year.

Contract Agents (CA): Contract staff are employed for a limited period, with an initial contract of 6-12 months which can be renewed up to 6 years. This percentage only includes Contract Agents FG IV.

Guiding Rate: It is used to measure and determine whether an EU Member States is under-represented or not according to Article 27 of the EU Staff Regulations. It is calculated on the basis of: 1) population 2) number of seats in the European Parliament and 3) voting rules in the Council. A country is considered to be under-represented if there is a deviation of at least -20% from the guiding rate. It does not set indicative targets for future recruitments of certain nationalities and is used for monitoring purposes.

Junior Professional Programme (JPP): This percentage includes selected Junior Professionals (up to 50 in total per year). The JPP is targeted at Blue Book Trainees, CAST Contract Agents and Temporary Agents with less than 3 years of work experience. It gives them the opportunity to participate in internal competitions to become EU Officials at the end of the programme.

Middle Management: This percentage includes Heads of Unit, Heads of Departments and Heads of Task Forces.

National Experts in Professional Training (NEPT): Staff from the public administrations of EU or EFTA Member States who are working in the Commission for professional training purposes for a duration between 3 and 5 months.

Participation at EPSO Competition: The participation rate shows the country's share of participation in EPSO AD competitions initiated between 2015 and 2021 compared to the share of its population among the EU-27.

Seconded National Experts (SNE): This percentage includes national or international civil servants who are working temporarily for the Commission but remain in the service of their national employer.

Senior Management: This percentage includes Directors-General, Deputy Directors-General, Hors Classe Advisors, Directors and Principal Advisors.

Temporary Agents (TA): Temporary Agents can perform specific tasks as an Administrator on a temporary basis. The maximum duration of the initial contract is four years. The contract can be renewed once for a maximum duration of two years.

