



# Action Plan on Geographical Balance

**ESTONIA**

**2023**

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# 1. Introduction

In line with the 2018 report on Geographical balance<sup>1</sup>, the new HR strategy<sup>2</sup> “**Communication to the Commission: A new Human Resources Strategy for the Commission**”<sup>3</sup> 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 Treaties, the Charter of Fundamental Rights and the Staff Regulations. At the same time, the EU Staff Regulations require that EU institutions recruit staff from the broadest possible geographical basis.<sup>4</sup> 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 communications<sup>5</sup> over time. It has taken the form of guiding rates or reference values, as well as indicative recruitment targets for enlargements.<sup>6</sup> In its 2018 report on geographical balance<sup>7</sup>, 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 Estonia.

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.<sup>8</sup> In addition, the HR Strategy indicates that, in line with Article 27 of the Staff Regulations, the Commission will consider adopting General Implementing Provisions to enable actions aiming at improving geographical balance.

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<sup>1</sup> [COM\(2018\)377final/2](#)

<sup>2</sup> [C\(2022\) 2229 final](#)

<sup>3</sup> 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.’.

<sup>4</sup> See in that sense Article 27 of the Staff Regulations and Article 12 of the Conditions of Employment of Other Servants.

<sup>5</sup> 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).

<sup>6</sup> The indicative recruitment targets refer to nationals from Member States joining the EU on the occasion of enlargements.

<sup>7</sup> [COM\(2018\)377final/2](#)

<sup>8</sup> 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.’

## 1.1. Developments in 2022

In order to address geographical imbalances of Estonia (both structurally and in the shorter term), the Director-General for HR and the Permanent Representatives of Estonia agreed on 19 September 2022 to jointly prepare this Action Plan, based on the specific situation of Estonia. The aim of the Action Plan is to outline the main reasons for Estonia's low representation, and to set out measures to be undertaken by Estonia, the Commission, EPSO, as well as measures to be undertaken jointly in order to address it. The implementation of some of the measures already commenced at the end of 2022 and is ongoing. The assessment of the results will be undertaken in the first quarter of 2024.

However, in line with the 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. Estonia: challenges and outlook

### 2.1. Geographical balance snapshot as of 31/12/2022

Although Estonia's presence in the overall AD non-linguist staff (including management)<sup>9</sup> is over 80% of its guiding rate, it is below 80% of the guiding rate at AD5-AD8 level (Figure 1). Since 2016 the non-linguist AD staff (non-management) is stable while the AD5-AD8 staff declined in 2021 below 80% of the guiding rate (Figure 2). Estonia is above 100% of the guiding rate<sup>10</sup> at Senior Management level but below 100% of the guiding rate at Middle Management level. The trended presence of non-permanent positions is depicted in Figure 3. The same figure also shows that Estonia is above 80% of the guiding rate at the level of Temporary Agents, but below 80% of the guiding rate for Contract Agents FGIV. Participation by Estonians in EPSO competitions is above the expected percentage relative to its population and the pass rate is similar to the EU average. The fact that the Estonian guiding rate (0,8%) is more than 50% higher than the share of its population in the EU (0,3%), renders the target more challenging and is a decisive element leading to Estonian underrepresentation.

#### Detailed analysis:

For a guiding rate of **0,80%**, under-representation is defined as below 80% of the guiding rate which for Estonian nationals corresponds to **0,64%**.<sup>11</sup> Therefore, Estonian nationals are:

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<sup>9</sup> 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)377final/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.

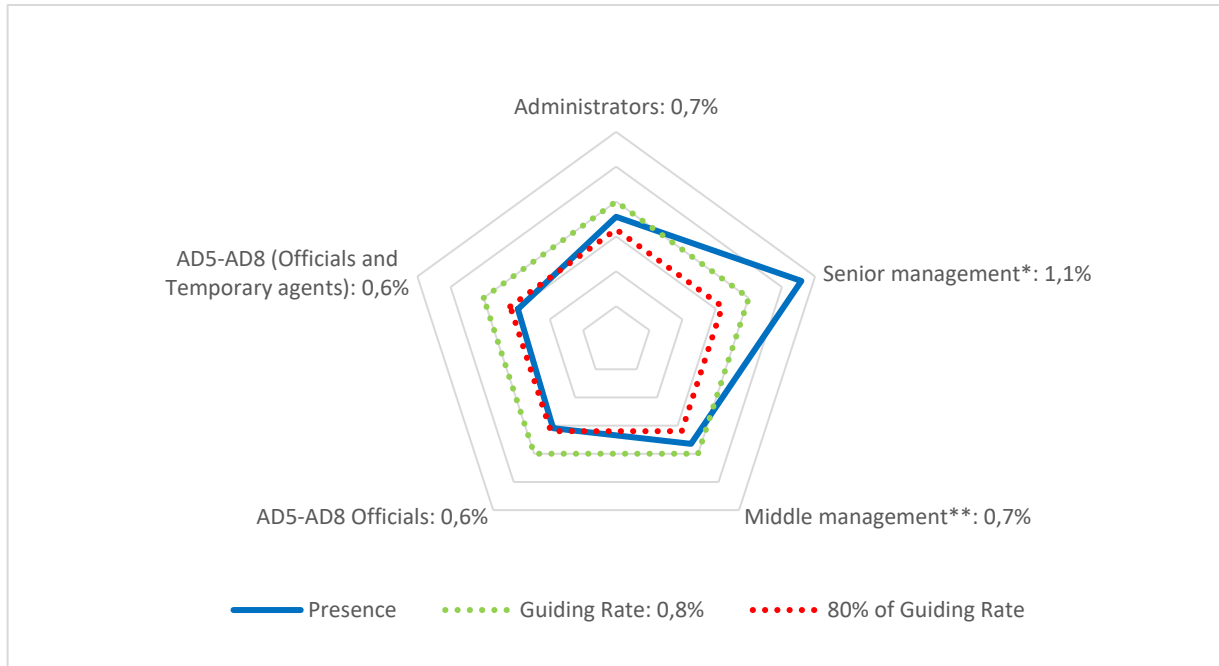
<sup>10</sup> Ibid.

<sup>11</sup> 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.

- Above 80% of the guiding rate among all Commission staff (1,03%) and above 80% of the guiding rate among AD non-linguists (including management) (0,71%). Regarding the population of all ADs, 12,5% are Temporary Agents;
- Below 80% of the guiding rate among AD5-8 non-linguists (0,59%), of which 22,2% are Temporary Agents;
- Above 80% of the guiding rate at AD9-14 non-management grades (0,77%);
- Below 100% of the guiding rate at Middle Management level (0,73%) and above 100% of the guiding rate at Senior Management level (1,12%).

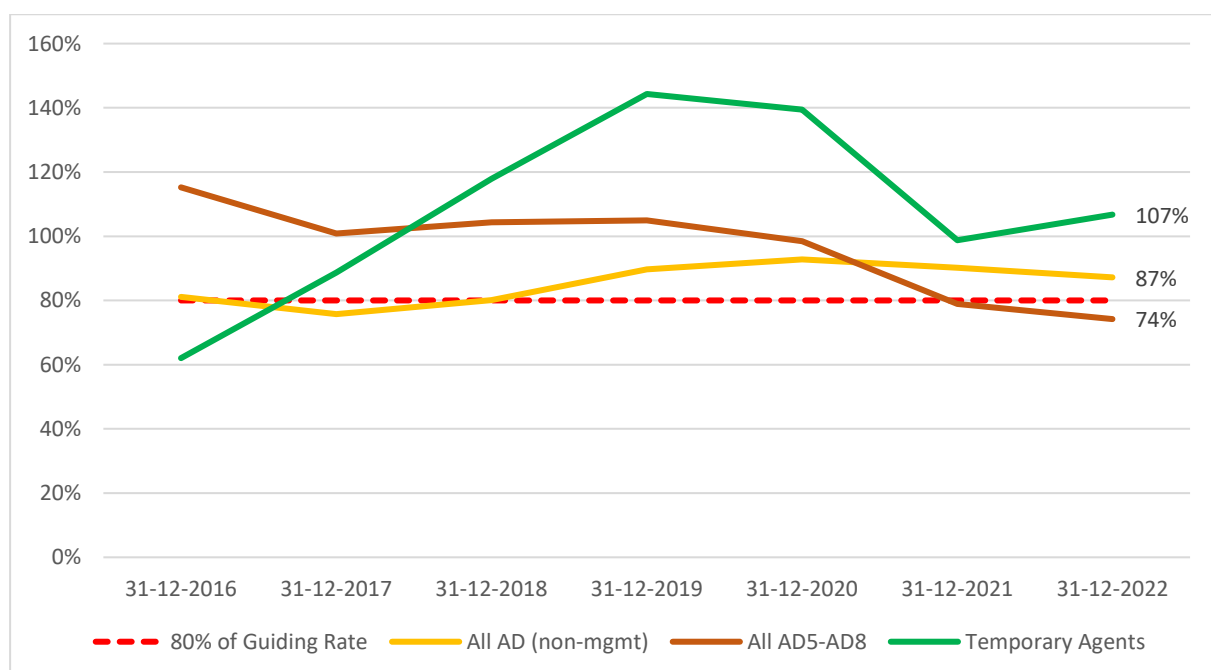
**Figure 1. Estonian presence of permanent staff (including Temporary Agents) at the EC on December 31, 2022**

(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).

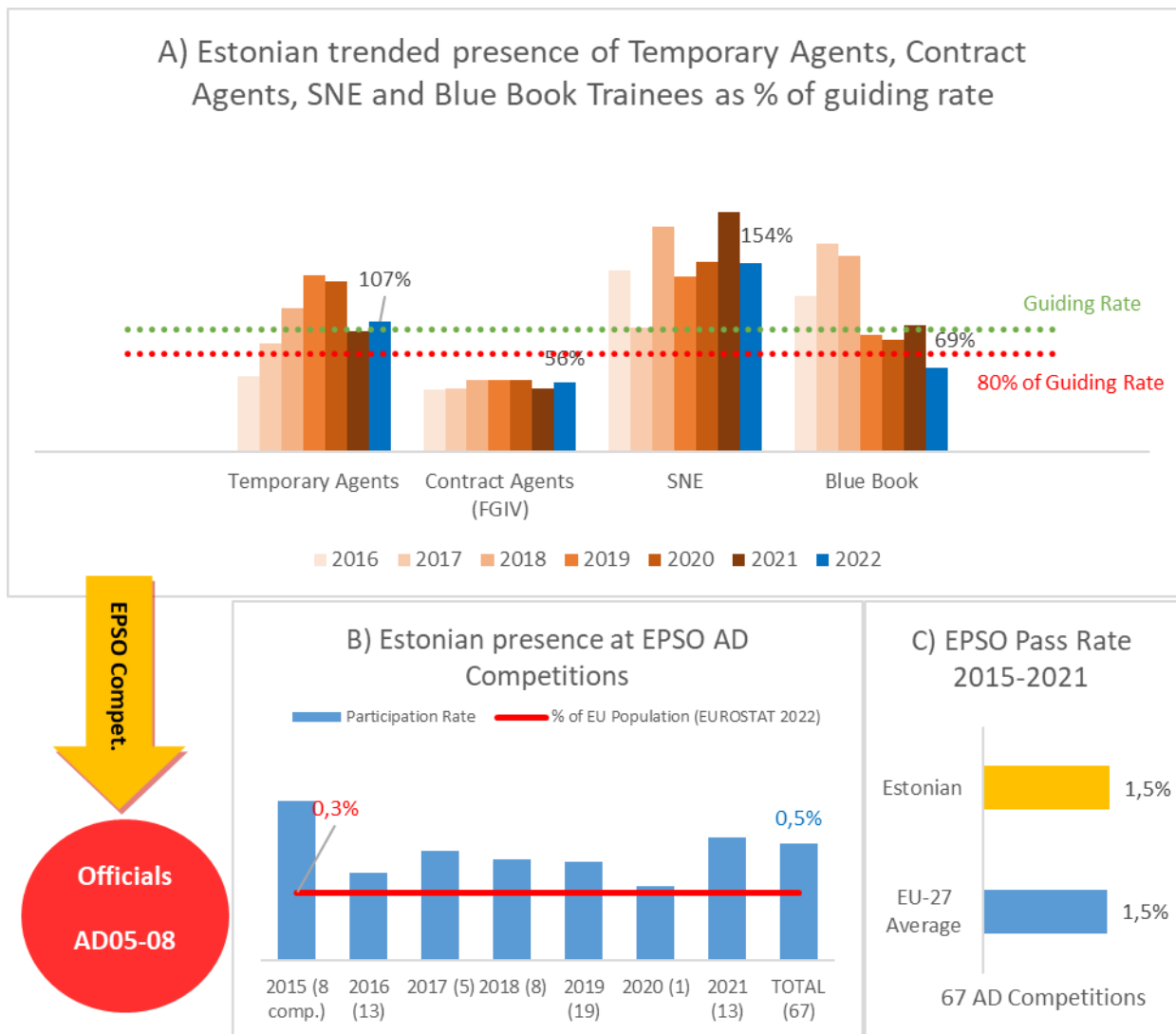


\*Includes Directors-General, Deputy Directors-General, Hors Classe Advisors, Directors and Principal Advisors. \*\*Includes Heads of Unit, Heads of Departments, Heads of Task Forces.

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



**Figure 3. Factors influencing Estonian presence at the EC**



**A)** Non-permanent Staff of Estonian nationality, apart from Contract Agents and Blue Book Trainees, is above 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 Staff Regulations, the Commission takes them into account as a relevant entry point for permanent positions, with potentially significant impact on overall representation of a particular Member State.<sup>12</sup>

**B)** Participation in EPSO AD competitions of Estonian candidates initiated between 2015 and 2021 is above the expected rate based on the size of the population.

**C)** The pass rate of EPSO AD competitions initiated between 2015 and 2021 is similar to the EU average.<sup>13</sup> The results from measures targeting EPSO competitions will depend on the frequency of these competition

<sup>12</sup> 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).

<sup>13</sup> 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:

- Lengthy and complex selection and recruitment procedures and probably also a lack of awareness about the career possibilities within the EU institutions in the main target groups - young graduates and professionals. The new EPSO Competition framework has been adopted at the end of January 2023 and is aimed at shortening and simplifying selection procedures;
- The dynamic economic situation in Estonia, particularly the rise of start-ups absorbing young talents<sup>14</sup>. Relatively low (youth) unemployment in Estonia similarly adds to less young professionals looking for work abroad<sup>15</sup>;
- Steady increase in the standard of living in Estonia<sup>16</sup>, making relocating to Brussels less attractive to Estonian people;
- The quality of life in Brussels, including higher real estate prices, the geographical distance between Brussels and Tallinn, a perception that the standard of education in Estonia might be stronger than in EU schools, and crèche fees perceived as high<sup>17</sup>.

Based on the previously described situation, it might be necessary to identify, which aspects make the EU careers attractive to Estonians. In addition to a higher standard of living, EU careers could also be promoted as an opportunity to influence policy-making at the EU level, and thus have a greater impact on the policies EU-wide. Value-based promotion of EU careers might also help to pinpoint people whose motivation is highest and who might therefore be most successful in competitions.

## 3. Measures to address under-representation

### 3.1. Actions and initiatives by Estonia

#### 3.1.1. Current (updated by Estonia)

##### **Estonian International Personnel Policy Action Plan 2022-2026:**

- In February 2022, the Estonian government adopted the Estonian International Personnel Policy Action Plan 2022-2026. The aim of the Action Plan was to update Estonian International Personnel Policy priorities and identify specific actions on how to increase the number of Estonians working for the international organisations, in particular the EU, NATO, and the UN;
- To ensure Estonian foreign and security policy objectives and enhance Estonian interests in international organisations, the Action Plan sets the focus on three main strands:
  - 1) Increase the number of SNEs (currently 31);

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<sup>14</sup> Meeting with Mr Aivo ORAV, EE Permanent Representative, 19 September 2022.

<sup>15</sup> Jan 2023 youth unemployment in Estonia was 16,6%, overall unemployment was 5,2%. Eurostat: [40695304-0f6a-616d-2440-0884ea8a0220 \(europa.eu\)](https://ec.europa.eu/eurostat/databrowser/view/tec00114/default/table?lang=en)

<sup>16</sup> Estonia's GDP per capita in PPS increased steadily: in 2010 it was 66 compared to the EU average of 100 and in 2021 it was already 89. Eurostat: <https://ec.europa.eu/eurostat/databrowser/view/tec00114/default/table?lang=en>

<sup>17</sup> Ibid.



- 2) Systematically train and support potential candidates applying for the prioritized positions in international organisations; within the EU the Commission and the European External Action Service are the main targets as set out in the Action Plan. Currently we offer individual counselling to candidates who are applying for the position of expert, permanent Official, manager, Middle Manager or top manager. Counselling includes helping with the formalisation of documents, preparing for an interview and other activities that support applying for a post in the EU institution;
- 3) Engaging Estonians already working in international organisations.

### 3.1.2. Future (updated by Estonia)

Estonia will undertake the following activities:

- Conditional upon the availability of the national budget resources, implementation of Estonia's 2022-2026 Action Plan including measures on enhancing attractiveness of and growing participation in EU Careers<sup>18</sup>. This includes, for example, mapping the potential candidates interested in EU careers, and creating a candidate pool based on the mapping, especially for positions strategically important to Estonia. In addition, also map candidates with the top manager potential and offer them targeted support in preparing for an international career, also during the application- and recruitment procedure;
- Actively share information through various channels (mainly websites and social media channels) about internship and career opportunities in the European Union, including ongoing competitions;
- Expand and make better use of short-term internships/stage opportunities offered by different EU bodies. In addition to the Commission's Blue Book Traineeship, this includes internships in the EU Council Secretariat, the European Parliament and the European External Action Service;
- As the Blue Book Traineeship is an important entry point in the Commission, Estonia will work towards raising awareness of this opportunity to increase the participation from Estonia. Estonia will offer systemic support to people wishing to apply for the Blue Book Traineeship to ensure that Estonians are successful in these competitions. In addition, Estonia will share information to candidates on the possibility of getting support from the Government Office in the application process;
- Regarding the Blue Book Trainees, the Estonian Permanent Representation will organise the networking events in order to give the Trainees more information about the career opportunities after their traineeship (possibly in coordination with DG HR in the Commission), as well as provide possible counselling;
- Regular review of high-level and strategically important positions, that will become vacant in coming years, and working towards submitting Estonia's candidate to these competitions.

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<sup>18</sup> Meeting with Mr Aivo ORAV, EE Permanent Representative, 19 September 2022.

## 3.2. European Commission's measures

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

### 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 of non-permanent staff as statistics show that a significant part of successful candidates in internal and 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 an 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.
- 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 underrepresented Member States. Whilst nationality-based open competitions are mentioned as possible appropriate measures under certain circumstances<sup>19</sup>, it needs to be ensured that they comply with Article 27 of the 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. All trainees already receive introductory training for EU Careers in general and positions as Contract Agents, AD5 and Junior Professionals Programme (JPP) in particular. For the October 2022 campaign, a top up approach was used to already improve the geographical balance of under-represented Member States and brought already positive results.

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<sup>19</sup> 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 new competition model (approved) 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 (including at career fairs and information days in the Universities) and spread targeted communications materials 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). EC Representation will co-operate with the national administration on promoting EU careers and building up a targeted training module for potential candidates.
- **Management:** The Commission will continue to work on identification of talent for managerial functions and support those Officials who aspire to Middle Management and Senior Management, also targeting Officials coming from under-represented Member States. This 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 Estonian Government, the Commission and its Representation in Estonia. These initiatives include among others targeted training, outreach and promotion.

- Together with EPSO, Estonia will organise outreach activities in order to target the main target-group, such as students, young professionals and graduates;
- The Estonian Permanent Representation will organise networking events for Estonian SNEs, permanent and temporary officials, including the staff Ambassadors within the institutions in order to exchange information and foster the contacts.
- Increasing the number of EU Student Career Ambassadors in Estonia, whose role in introducing EU career opportunities to students is particularly important;
- EC Representation working with career development departments of Estonian Universities, creating an informal network, organising joint information days;
- Estonia will share information on TA and CA vacancies with the pool of people that could be suitable for open positions;
- Participation of the Commission at the Job fairs/webinars about EU Careers organised by Estonia;
- Identify an Official within the EC Representations who is located in Estonia, to disseminate information relating to EU Careers and collaborate with MS to provide support to citizens;
- Produce materials for social media campaigns for EU Careers by filming short inspiring testimonial videos from EE nationals who work for the EC;
- Ensure that Estonia 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 Estonia;
- 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, from outside the main universities and centres of population, candidates with disabilities or with an ethnic minority background. These groups are currently underrepresented 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 about the evolution of the situation regarding geographical balance. The 2018 report on geographical balance was a once-off exercise (as foreseen by the 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 Estonia, and the Commission will be assessed in the first quarter of 2024 according to the following indicators (non-exhaustive list). The baseline used will be 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:
  - Number of information campaigns such as on social media, job fairs and webinars organised in order to promote and inform about EU careers and applying procedures;
  - Number of people who were provided additional training and coaching support for hiring processes;
  - The number of networking events organized and the number of attendees, such as for Estonian professionals already working in the EU Institutions and Blue Book Trainees;
  - Number of EU Career Staff Ambassadors;
  - Number of EU Career 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 on the Junior Professionals Programme (JPP);
- Share of Temporary Agents and FGIV Contract Agents;
- Number of non-permanent staff and number of external candidates who become Contract Agents FGIV, AD5-AD8 Temporary Agents or AD5-AD8 Officials;
- Share of administrators across various grades, focusing on AD5-AD8 Officials;
- Participation and success rate at EPSO competitions;
- Number of SNEs;
- Number of SNEs who become Contract Agents FGIV, AD5-AD8 Temporary Agents or AD5-AD8 Officials.

## 5. Next steps



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 in the first quarter of 2024.<sup>20</sup>

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.

<sup>20</sup> 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 TA's.

**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 country's EPSO AD 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 for 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 underrepresented or not according to Article 27 of the EU Staff regulation. 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.

**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.