



# Action Plan on Geographical Balance

**GERMANY**

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 State 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 Germany.

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

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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 Šeřčovič 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.’.

of the 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 Germany (both structurally and in the shorter term), the Director-General for HR and the Permanent Representative of Germany agreed on 4 July 2022 to jointly prepare this Action Plan, based on the specific situation of Germany. The aim of the Action Plan is to outline the reasons for Germany's low representation, and to set out measures to be undertaken by Germany, the Commission and EPSO, as well as measures to be undertaken jointly in order to address it. The implementation of some of the measures has already started in 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. Germany: challenges and outlook

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

Germany's presence is below 80% of its guiding rate in the overall AD non-linguistic staff (including management)<sup>9</sup> as well as at AD5-AD8 level i.e. only at 74% and at 60% of the guiding rate respectively<sup>10</sup> (Figure 1). Since 2016 the AD staff (excluding management) has been declining, and the AD5-AD8 continues to be stably low (Figure 2). Only at the level of Middle and Senior Management Germany is above 80% of the guiding rate<sup>11</sup>. The trended presence of non-permanent positions is depicted in Figure 3. The same figure also shows that Germany is below 80% of the guiding rate at the level of Temporary Agents and Contract Agents FGIV. Participation by Germans in EPSO AD competitions is more than three times lower than the expected percentage relative to its population, which adds to German under-representation at entry levels despite a pass rate which is higher than average ("pipeline problem").

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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) 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.

<sup>10</sup> In its 2018 report on geographical balance, the Commission considers a significant imbalance is observed if the share of nationals of one or more Member State amongst staff is lower than 80% of the relevant guiding rate and is focussing on AD staff occupying non-management functions excluding linguists.

<sup>11</sup> See footnote 9

Detailed analysis:

For a guiding rate of **13,8%**, under-representation is defined as below 80% of the guiding rate which for German nationals corresponds to **11,0%**<sup>12</sup>. Therefore, German nationals are:

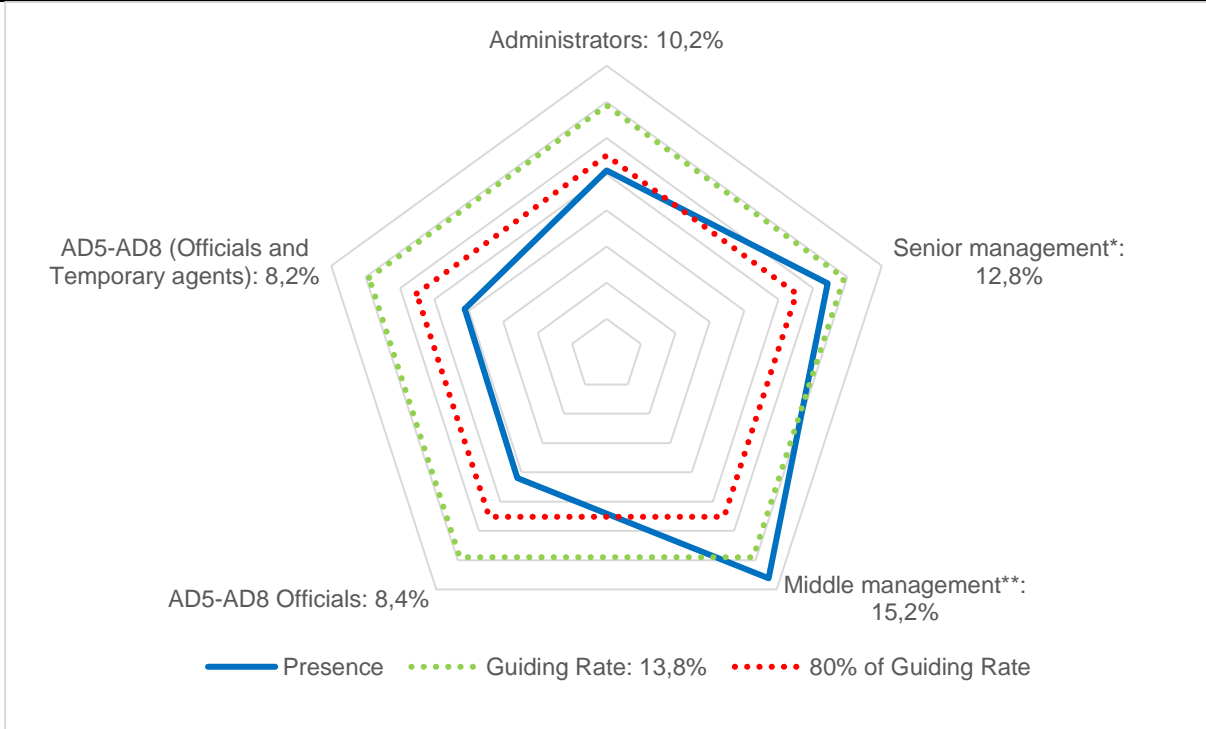
- Below 80% of the guiding rate among all Commission staff (8,0%) and at the level of AD non-linguists (including management) (10,2%). Regarding the population of ADs, 8,2% are Temporary Agents.
- Below 80% of the guiding rate among AD5-8 non-linguists (8,2%), of which 24,0% are Temporary Agents.
- Below 80% of the guiding rate at AD9-14 grades when excluding management (10,6%).
- Above 100% of the guiding rate at Middle Management (15,2%) and below 100% of the guiding rate at Senior Management level (12,8%).

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<sup>12</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.

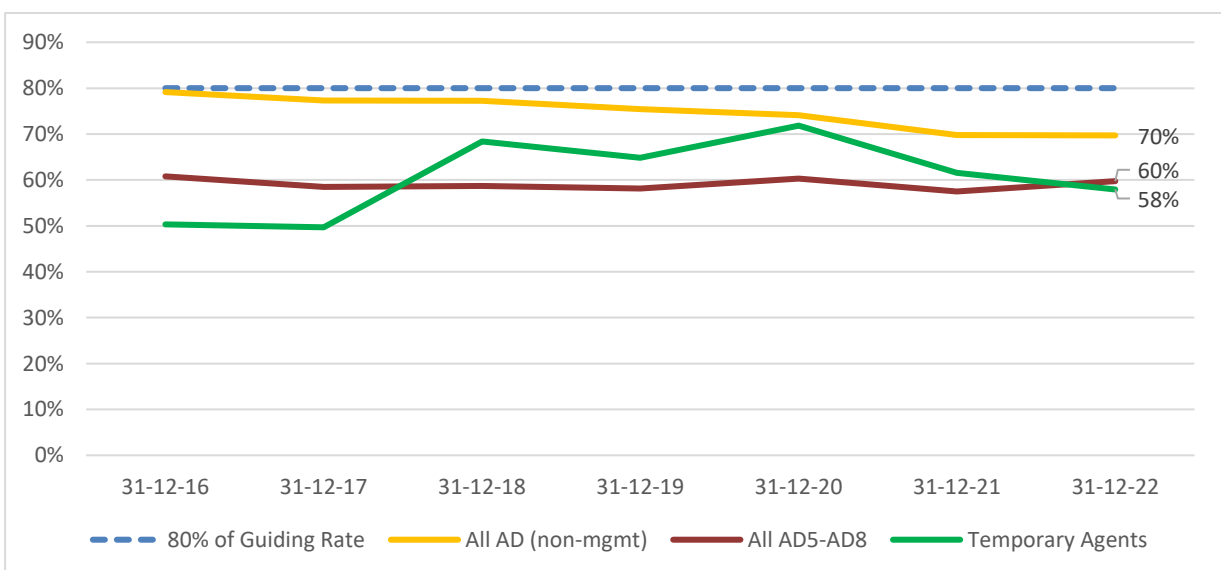
**Figure 1. German presence of permanent staff (including Temporary Agents) at the EC on December 31, 2022**

(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).

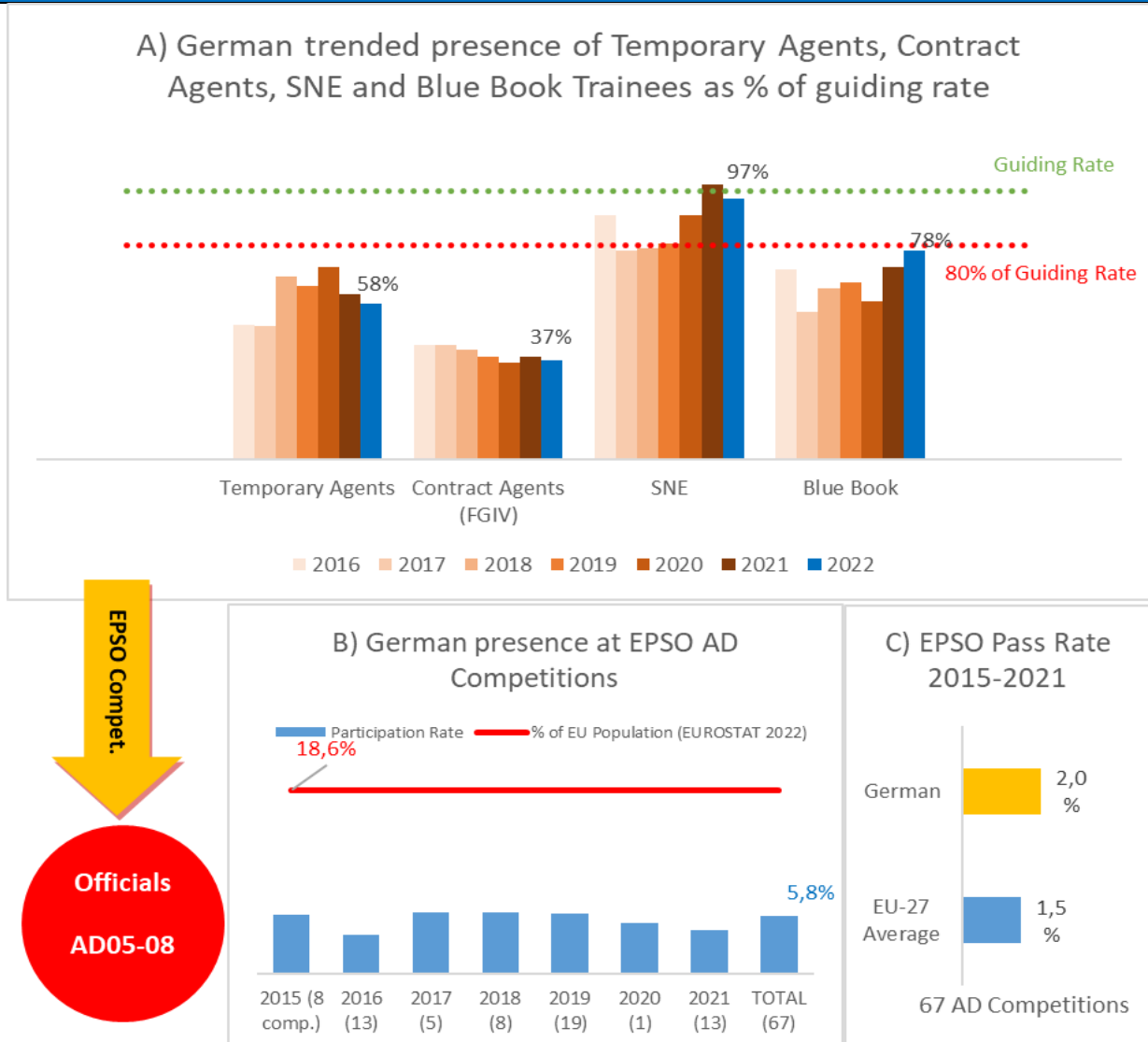


\* Includes Directors-General, Deputy Directors-General, Hors Classe Advisors, Directors and Principal Advisors. \*\*Includes Heads of Unit, Heads of Departments, Heads of Task Forces.

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



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



**A)** Non-permanent Staff of German 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. Only the share of German Seconded National Experts (SNE positions) is above 80% of the guiding rate. 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>13</sup>

**B)** Participation in EPSO AD competitions of German 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 higher than the EU average.<sup>14</sup> The results from measures targeting EPSO competitions will depend on the frequency of these competitions.

<sup>13</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>14</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:

- Germans' presence below 80% of the guiding rate in most entry point categories is mainly seen as due to a robust and high-wages labour market in Germany, i.e. a structural phenomenon unlikely to change in the near future discouraging young Germans to move from home;<sup>15</sup>
- A significant share of German Officials (16% of current AD staff of German nationality compared to 12% for EU-27 average) is set to retire from the Commission ("cliff edge" effect between 2023 and 2026), which will most likely increase the under-representation further if recruitments do not compensate departures. The Commission will therefore follow carefully inflow and outflow trends;
- Lengthy EU careers' selection and recruitment procedures resulting in reduced attractiveness of EU careers.<sup>16</sup> The new EPSO Competition framework has been adopted at the end of January 2023 and is aimed at shortening and simplifying selection procedures.

## 3. Measures to address under-representation

### 3.1. Germany's actions and initiatives

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

To tackle the "pipeline problem" Germany has prioritized outreach and coaching activities to foster EU careers.

**Improving outreach activities to raise the number of German competition applicants:**

- **EPSO competitions are announced by various means:** (1.) FFO newsletter "A career in Europe" with approx. 20,100 subscribers, (2.) mailing list of the Federal Government Coordinator (FFO) for German Personnel in International Organisations for young entrants (approx. 850 recipients), and multipliers for higher-ranking recruitment at IO/EU (approx. 500 recipients), (3.) subject-specific mailing list for concours recruitment, (4.) Twitter account of Director-General for European Affairs (FFO) with approx. 6900 followers, (5.) Linked-in account of the Federal Government Coordinator for German Personnel in International Organisations with approx. 3600 contacts as well as CommIO (closed group of approx. 1500 IO/EU employees), (6.) job database of the Federal Government Coordinator for German Personnel in International Organisations with over 2.6 million hits in 2022.
- **EU careers are actively promoted at German recruitment fairs by:** (1.) Career Ambassadors Programme (Europäische Bewegung Deutschland e.V.) with approximately 12 career ambassadors, (2.) Annual career fair "Internationale Organisationen" (International

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<sup>15</sup> Meeting with Mr Michael CLAUSS, DE Permanent Representative, 4 July, 2022; In 2022, the unemployment rate in Germany was at 3,1%, below the EU-27 average at 6,2% (% of population 15-74), [Eurostat](#)

<sup>16</sup> Meeting with Mr Michael CLAUSS, DE Permanent Representative, 4 July, 2022; EPSO Final Report, 'Analysis of a survey to improve information and communication activities for EU citizens interested in pursuing an EU career'.



Organisations) with over 4000 registered participants in 2023; since 2021 virtual format. (3.) Webinars/student workshops on EU careers and on EU competitions at selected recruitment fairs and student events (organized by FFO, often including HR coach). Further, the German Permanent Representation participates in the biannual career information day of the Hessische Landesvertretung, informing about both careers in the FFO as well as in the EU.

- The FFO organizes **competition-specific webinars** with German EU officials and HR coach to promote participation in specialist competition, for instance on Auditing and Climate, Environment.

### **Networking activities with German professionals working in the EU institutions**

The German Permanent Representation invites German trainees in Brussels twice per year to an information event about EU careers with speakers from both DG HR and EPSO. Usually, about 200 guests participate per year. This is on top of the ongoing consultancy support provided by the German Permanent Representation to interested graduates/trainees/young professionals. The Federal Government Coordinator for German Personnel in International Organisations offers networking events for German staff of International Organisations and EU institutions with 100 to 350 participants; since 2021 virtual format.

### **Focusing on trainee lawyers**

The FFO makes a special outreach to trainee lawyers with EU institutions by offering contact persons, distributing information and offering individual advice.

### **Expanding coaching activities to support German competition applicants**

FFO offers comprehensive coaching to German competitions participants for the various stages of EU competitions (mainly AD, AST, CAST Permanent), i.e. for multiple choice tests, assessment centre, etc., in collaboration with a professional HR coach. The size of the coaching group varies from groups of 20+ participants to small groups or even individual coaching and counselling. The FFO has expanded this offer to participants of internal competitions.

## **3.1.2. Future (updated by Germany)**

Germany will further strengthen all of the current measures, outlined in Section 3.1.1., with greatest efforts **and undertake additional outreach and activities** in the future. This includes *inter alia*:

### **Exploiting the full extent of social media channels available:**

- Extending the scope of distributing EPSO competitions announcements and the FFO coaching support via social media channels. This will include using FFO's social media channels designed for the foreign policy communication at central level (such as Twitter and Instagram @AuswaertigesAmt).
- Intensifying FFOs efforts **to give a realistic and up-to-date picture of the EU as a modern employer**, e.g. by multiplying social media content of relevant EU institutions.

### **Including Germany's 16 Länder in the outreach coordination:**

- Encouraging Germany's 16 *Länder* (via their *Europaminister-Konferenz*, EMK) to help promoting EU careers. In collaboration with the Representation of the Commission in Berlin, the EMK should be regularly updated on Commission's and FFO's outreach efforts.
- The EMK may be asked to promulgate information material about EU competitions and FFO coaching support in their existing networks (Länder and local level, including university and legal trainee networks).

#### Targeting outreach for specialist concours:

- Applying a more targeted approach for specialist competitions by **increasing the number of information webinars including Staff Ambassadors and a professional HR coach**.
- Extending the scope of **target-group specific distribution lists** for competition announcements and FFO coaching support.

#### Supporting efforts in the COREPER process on behalf of strengthened outreach:

- Germany will continue to **actively support the COREPER process on strengthening geographical balance in EU institutions** launched under the Czech EU Presidency and taken up by the Swedish EU Presidency.
- We will put a **special emphasize on concrete outreach measures** proposed such as (1.) reinforcing coordinated communication actions, where appropriate, towards Secondary and University students, (2.) greater transparency and visibility of job vacancies for contract agents and temporary agents and (3.) to explore the feasibility of a single portal where all vacancies and traineeship opportunities could be found.

## 3.2. European Commission's measures

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

### 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 of promoting under-represented nationals in the recruitment 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 numbers of applicants. Commission DGs have been asked to **interview at least one candidate** from an under-represented Member State when organising the selection of non-permanent staff as of September 2022.

These actions are expected to produce both a short- and a 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)**<sup>17</sup>, 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

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<sup>17</sup> The GIPs are in preparation and are expected to be adopted by end 2023.

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>18</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 Blue Book 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 was used to improve the geographical balance of under-represented Member States and brought already positive results.

### 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

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<sup>18</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.

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 drawing a modern and realistic picture of the EU as an employee 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). Develop local outreach plans for smaller Commission Joint Research Centre sites, such as in Karlsruhe. This includes a mapping of the local employment markets (universities, research centres, other scientific employers) to better target our outreach efforts. This work is being undertaken in 2023.
- **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

The following actions are to be jointly undertaken by the German Government, the Commission and its Representation in Germany. These initiatives include among others targeted training, outreach and promotion.

- In order to maximise the joint outreach output, the new series of virtual meetings between EPSO, DE EU Careers' Ambassadors Programme and Federal Foreign Office should be continued including subjects as recruitments fairs, social media and staff ambassadors, distribution lists for specialist competitions;
- The Commission and Germany will support EU Staff Ambassadors, e.g., by motivating all Commission departments to work with the Member States and EUROPE DIRECT information centres, support the "Back to School" programme, and (for Germany) by continuing to support the Commission to identify more German Staff Ambassadors and setting up a network amongst them in order to allow and initiate best practice of advertising EU careers amongst Germans;
- Intensified cooperation between DG Human Resources and the EC Representations in Germany in order to disseminate information relating to EU Careers and collaborate to provide support to citizens;
- Continue to produce materials for social media campaigns for EU Careers e.g. by filming testimonial videos from DE nationals who work for the EC;
- Commission to share news and relevant information on recruitment with the German Permanent Representation in order to ensure dissemination of this information;
- Ensure that Germany 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. The regular exchange of information should be continued between the Commission and Germany;

- 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 on the evolution of the situation regarding geographical balance. The 2018 report on geographical balance was a one-off exercise (as foreseen by the Staff Regulations). The Commission committed however to present **data on Staff geographical balance to the Working Party on the 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-by-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 Germany 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 and scope of webinars to promote general information on EU careers and specific EU competitions (including number of sessions and participants per year). Number of jointly organised webinars (Representation of the European Commission in Germany, EPSO and FFO);
  - Number and scope of FFO career fairs and FFO participating in external fairs (number of career fairs and average number of participants per year);
  - Number and scope of the newsletter “Eine Karriere in Europa” (number of editions and average subscribers per year);

- o Number and scope of FFO mailing lists, i.e. Federal Government Coordinator for German Personnel in International Organisations for young entrants, competition-specific, multipliers e.g. scholarship foundations / youth organizations etc.)(number of mailings and approx. number of direct recipients);
- o Number of followers to and views of the FFO EU careers website;
- o Number and scope of social media activities (i.e. Twitter etc.) and LinkedIn (number of posts and average followers per year);
- o Twitter: main account of the FFO and the account of Director-General for European Affairs (FFO);
- o LinkedIn: account of the Federal Government Coordinator for German Personnel in International Organizations and the “CommIO” (closed group for IO/EU employees); Number of training and coaching sessions (including number of German participants per year who received group coaching, small group coaching, or one-on-one coaching);
- o Number of graduates/trainees/young professionals who receive consultancy support on EU careers from the German Permanent Representation (average number throughout the year);Number of EU Careers’ Staff Ambassadors (e.g. within Back2School);
- o 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 on the Junior Professionals Programme (JPP);
- Share of Temporary Agents and FGIV Contract Agents;
- Number of non-permanent staff and the 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.

## 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. As the Action Plan is deemed as a “living document” a regular working level exchange (half-a-year basis) on the implementation is intended. Based on the collected data on output and results indicators, the Commission will jointly with the Member State make a first assessment of the impact of these measures in the joint Action Plan in the first quarter of 2024.<sup>19</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, at least 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.

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<sup>19</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 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 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.

**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.



