



Action Plan on Geographical Balance

CYPRUS

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 underrepresented 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.⁴ 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 communications⁵ over time. It has taken the form of guiding rates or reference values, as well as indicative recruitment targets for enlargements.⁶ In its 2018 report on geographical balance⁷, 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.

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.⁸ 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.

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*, COM(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 underrepresented. [...] 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 See in that sense Article 27 of the Staff Regulations and Article 12 of the Conditions of Employment of Other Servants.

⁵ 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).

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

⁷ [COM\(2018\)377final/2](#)

⁸ According to the Communication to the Commission: *A new Human Resources Strategy for the Commission*, COM(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 underrepresented. [...] 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 Cyprus (both structurally and in the shorter term), the Director-General for HR and the Permanent Representative of Cyprus agreed on 22 September 2022 to jointly prepare this Action Plan, based on the specific situation of Cyprus. The aim of the Action Plan is to analyse the outlook and challenges regarding Cyprus's representation among the Commission Staff, and to set out measures to be undertaken by Cyprus, the Commission, EPSO, as well as measures to be undertaken jointly in order to improve geographical balance. The implementation of some of the 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 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. Cyprus: challenges and outlook

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

Although Cyprus' presence in the overall non-linguist AD staff (including Management)⁹ is just slightly below 80% of its guiding rate, it is below 80% of the guiding rate at the AD5-AD8 level (Figure 1). The non-linguist AD staff (non-management) is stable over the years, while the AD5-AD8 staff declined in 2018 staying since at levels below 80% of the guiding rate (Figure 2). Cyprus is above 100% of the guiding rate¹⁰ at Middle Management and Senior Management level. The trended presence of non-permanent positions is depicted in Figure 3. The same figure also shows that Cyprus 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 Cypriots in EPSO AD competitions is above the expected percentage relative to its population and the pass rate is above average of the EU-27.

Detailed analysis:

For a guiding rate of **0,8%**, under-representation is defined as below 80% of the guiding rate which for Cypriot nationals corresponds to **0,64%**.¹¹ Therefore, Cypriot nationals are:

- Below 80% of the guiding rate among all Commission staff (0,51%) (including linguists and Management) and just slightly below 80% of the guiding rate among AD non-linguists

⁹ 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.

¹⁰ Ibid.

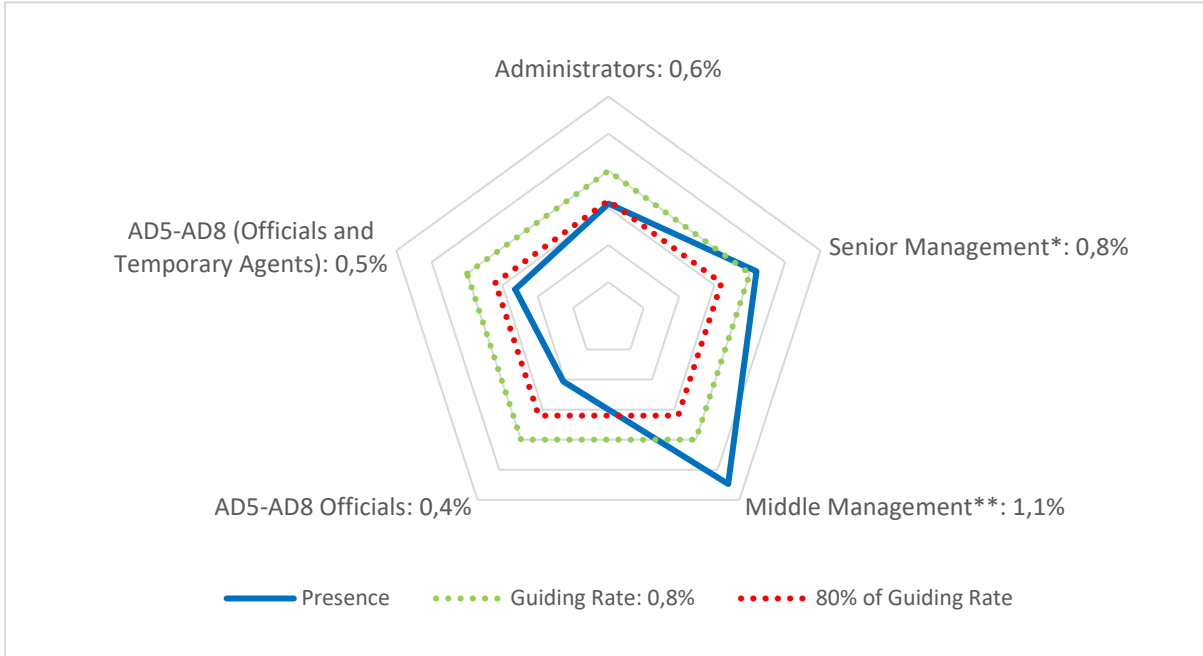
¹¹ This Action Plan concerns EU-27 nationalities and guiding rates without the UK from the Geographical Balance Report COM(2018) 377 final/2. Managers that changed their first nationality from British to one of the EU-27 nationalities after 29/3/2017 are considered to have kept their British nationality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

(including Management) (0,62%). Regarding the population of all ADs, 14,3% are Temporary Agents;

- Below 80% of the guiding rate among AD5-8 non-linguists (0,53%), of which 41,7% are Temporary Agents;
- Slightly below 80% of the guiding rate at AD9-14 non-management grades (0,60%);
- Above 100% of the guiding rate at Middle (1,09%) and Senior Management level (0,84%).

Figure 1. Cypriot 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 underrepresented, 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. Cypriot trended presence of All AD (non-management), All AD5-AD8, Temporary Agents as % of guiding rate

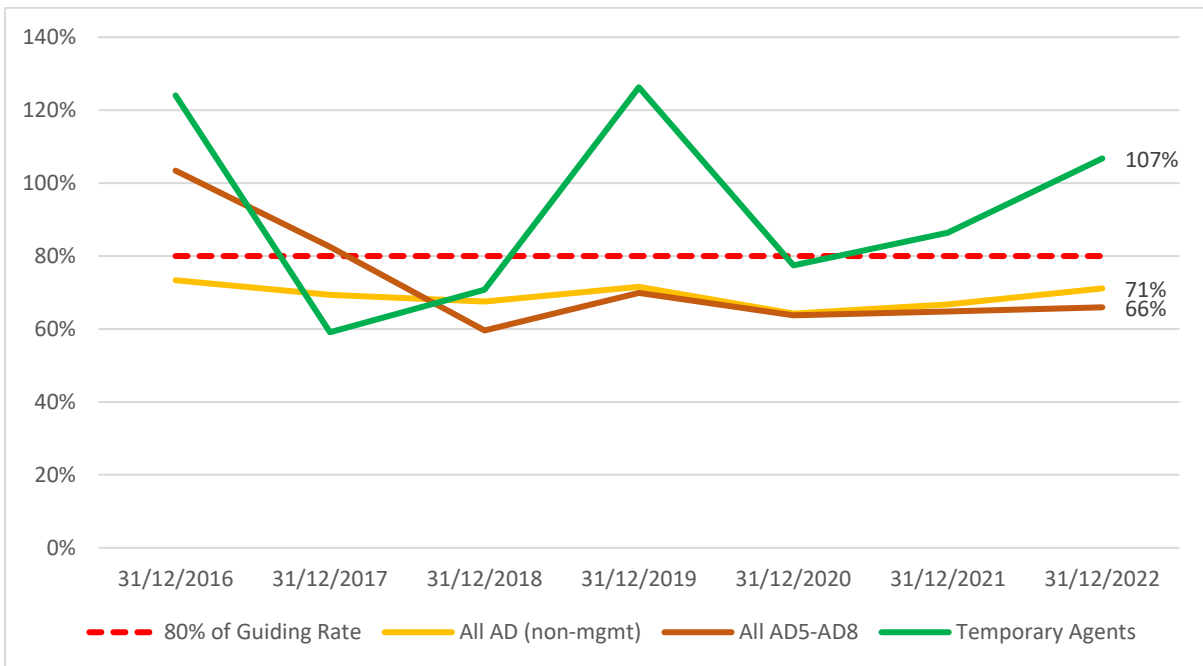
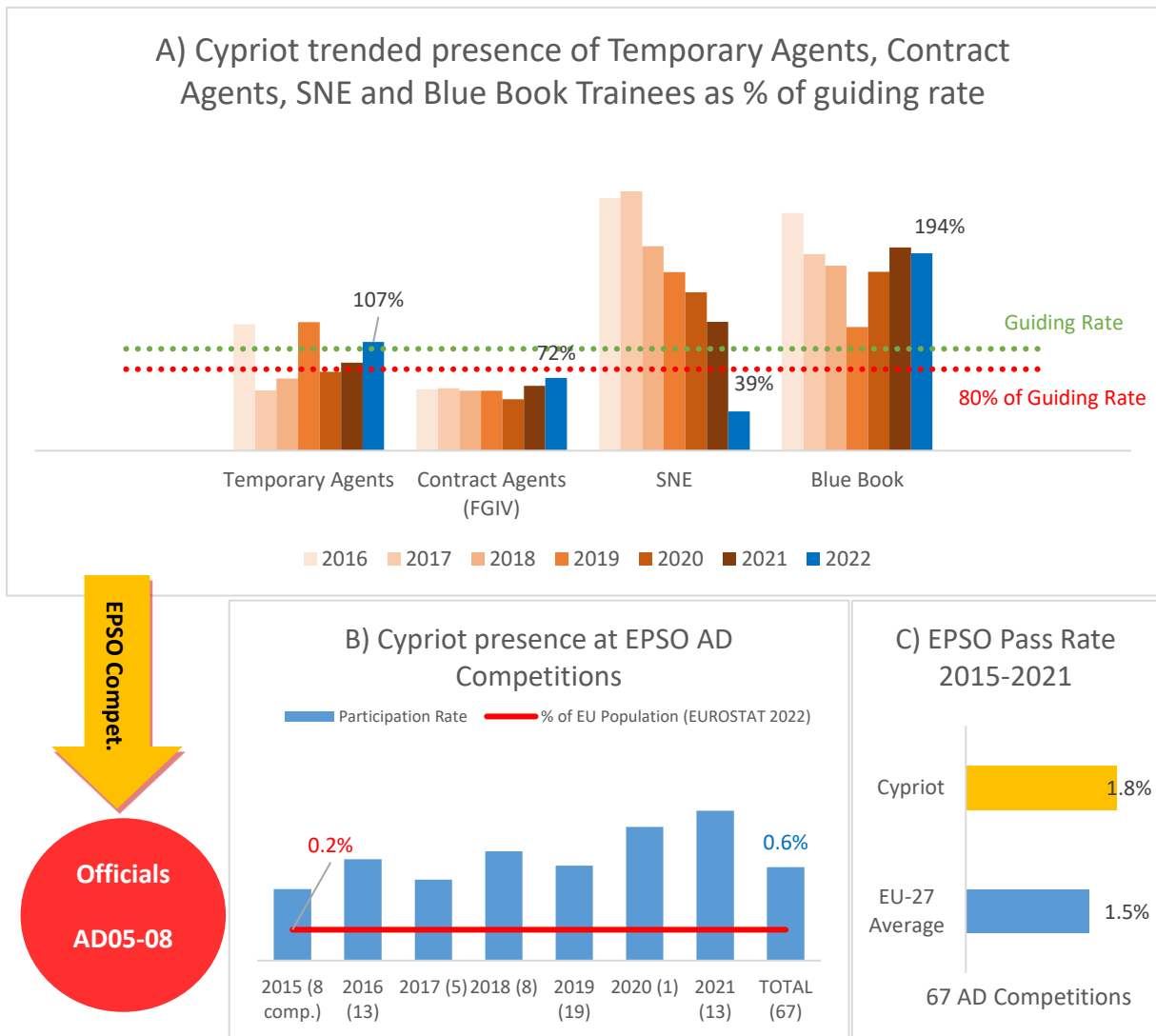


Figure 3. Factors influencing Cypriot presence at the EC



A) Non-permanent Staff of Cypriot nationality, apart from Contract Agents and SNEs, 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 the overall representation of a particular Member State.¹²

B) Participation in EPSO AD competitions of Cypriot 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 higher than 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 rate and the 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 procedures, having to move from their home country as well as the geographical distance between Cyprus and Brussels are deterrents for young Cypriots. 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. Cyprus's actions and initiatives

3.1.1. Current (updated by Cyprus)

An **inter-ministerial "Task Force"** has been established, in October 2022, with the participation of relevant authorities of the government, presided by the General Secretariat of the European Affairs in the Ministry of Foreign Affairs for the promotion of the participation of Cypriots in EU Institutions.

We have identified the following actions and initiatives that are already operational:

Language training:

- ✓ In order to advance the language skills of Cypriots from an early stage, the Ministry of Education, Sports and Youth has been implementing reforms for the realization of the 1 (mother tongue) plus 2 (foreign) languages policy¹⁴. These reforms mostly focus on the English and French languages and include the establishment of certification schemes, the increase in teaching hours and making these languages compulsory to a varied extent for primary and secondary education.

Dissemination of EU careers' opportunities:

- ✓ In order to reach both the wider public and the civil service, the vacancies and announcements for EPSO competitions and SNE posts are regularly updated in the Public Administration and Personnel Department website. The Permanent Representation feeds in the information to the abovementioned Department;
- ✓ In addition to the above, a procedure has been established according to which career opportunities and EPSO competition dates for the EU institutions and any other important development related to EPSO are communicated to the universities;
- ✓ EU Careers' Student Ambassadors in universities have been contacted throughout the recent years in order to increase awareness of EPSO opportunities. Cyprus has moreover recently increased its EU Careers' Student Ambassadors for 2023-24 after contacting the various universities in Cyprus;
- ✓ The Cyprus Productivity Centre publishes relevant information on its online portal entitled "Ενημέρωσέ με".

¹⁴ in line with the European Parliament resolution of 24 March 2009 on Multilingualism: an asset for Europe and a shared commitment

Training candidates for applications and interviews (incl. workshops):

- ✓ On behalf of Cyprus, a liaison officer requests the national candidates' lists for EPSO competitions, reaches out to them, and focuses on providing training and guidance throughout all stages of the competitions via personalised trainings. The support is provided to Cypriot candidates who have chosen in their application to have their details sent to the national authorities;
- ✓ The Cyprus Productivity Centre, which acts as the National Europass Centre for Cyprus, regularly publishes training and workshop information on its online portal entitled "Ενημέρωσέ με" (<http://www.kepa.gov.cy/em/>) as well as job recruitment assistance (i.e. soft skills workshops) on its website <https://europasscyprus.net/>.

Conferences, seminars, and events:

- ✓ General information and targeted assistance are provided during career fairs organised by the universities and other ad hoc events organised inter alia by the Youth Board of Cyprus;
- ✓ The Permanent Representation facilitates the organisation of a welcome meeting with the selected candidates in either Brussels or Luxembourg;
- ✓ Furthermore, Cyprus participates in the meetings of EPSO Network of Experts in the field of Personnel Selection.

3.1.2. Future (updated by Cyprus)

Cyprus will undertake the following activities:

Short term:

1. Ensure continuity of ongoing actions by streamlining all initiatives and individuals who are engaged in such activities and include them under the umbrella of the Action Plan and the Task Force's monitoring capacity;
2. Finalise the Action Plan and make it operational as soon as possible, inter alia, by clearly distributing tasks to the relevant actors;
3. In order to address the target groups that are mostly underrepresented, as presented by the statistics presented by the Commission, Cyprus will strive to enhance communication efforts and training support for the EPSO permanent competitions for AD5-8 and also devote even more resources in promoting Contract Agent/temporary jobs¹⁵;
4. Focus on supporting reserve list laureates¹⁶ in their job seeking efforts by, inter alia, utilising existing networks and channels of communication with the EU institutions;
5. Utilise EPSO Network of experts' meetings to extract information, make contacts and exchange best practices with other Member States;

Mid/Long term:

6. The Task Force intends to draft a **national strategy**, by the end of 2023, aiming to the encouragement of Cypriots to follow a career in the EU Institutions, based on best practice guide¹⁷ and materials provided by the Commission and based on bilateral exchanges of best practices of other Member States. The role of the chef-de-fil of the Strategy has been assumed

¹⁵ For example, to this end the Permanent Representation is planning to establish relationships with Blue Book Trainee cohorts by organising relevant social gatherings and informing them on relevant job opportunities.

¹⁶ At the time of the Action Plan's drafting there were sufficient laureates having passed the permanent competitions that upon their hiring, the Cyprus's guiding rate would be met.

¹⁷ EPSO: "A guide to good practice in promoting EU Careers for EU Member States"

by the General Secretariat of European Affairs. The aspiration is to begin the implementation upon the publication of the Strategy providing enough time to see some first results by the end of 2024;

Among the measures that are under consideration to be included in the Strategy are the following:

- I. Organization of **information campaign** in order to encourage Cypriots to take the EU Competitions, emphasizing the recent innovations in the competition procedure;
 - II. **Promotion of the career opportunities** in EU Institutions during Career Days organized by the universities or during events organized by the Youth Board of Cyprus;
 - III. **Reach out to entry level professionals** via universities, youth organisations and their networks through their websites, newsletters and social media;
 - IV. **Reach out to mid-level professionals** by posting of career opportunities and competitions on, inter alia, the online platform for job postings, of the Cyprus Productivity Centre-KEPA, which includes an automatic notification feature;
 - V. Maintain the high number of **EU Careers' Students Ambassadors**;
 - VI. Increase the number of **EU Careers' Staff Ambassadors**;
 - VII. **Appeal to Cypriot laureates/current EU staff** to engage in awareness raising activities;
 - VIII. Disseminate information regarding EU career opportunities and organization of workshops dedicated to the **preparation of Cypriots** who are taking the EU competitions by the National Europass Centre. Post EPSO competition ads on social media (Facebook, Twitter, Instagram and LinkedIn);
 - IX. Track online options (i.e. government websites) that could facilitate dissemination of relevant information such as for example the Press Information Office website <https://cyineu.gov.cy/> and consider **syncing opportunities with EPSO website** and/or other relevant EU websites and social media;
 - X. **Share publicly available training material and sample tests** available to CY authorities and those found on the EPSO website (or other MSs' official websites) either via above mentioned websites and/or by directly contacting candidates;
 - XI. **Explore setting up training workshops for candidates via the** Cyprus Productivity Centre and via other providers;
 - XII. Facilitate training for the **Career Counsellors** at schools in order to be able to promote the advantages of a career at the EU Institutions to students;
 - XIII. **Standardise information exchange**/dissemination of communication material (leaflets etc.) with EC Representation in Cyprus, European Parliament Liaison Office and Europe Direct Centres.
7. Capitalise on the momentum of the forthcoming Presidency in 2026.

3.2. European Commission's measures

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

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 underrepresented 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 underrepresented 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, 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 underrepresented 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.
- The Commission is currently reviewing its decision on the use of Temporary Staff (to be adopted before the end of 2023), aiming for external publication of these posts to increase visibility (centralisation of publications on one webpage, together with the possibility to publish on other platforms).
- The Commission will work on increasing the visibility of publications of non-permanent positions and will collaborate with Member State administrations on how best to reach the desired recipients in the Member State concerned. The Commission will make efforts to promote the publication of EU non-permanent job offers on a single webpage as a point of entry when looking for any type of position in the EU institutions.
- 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 circumstances¹⁸, it needs to be ensured that they comply with Article 27 of the Staff Regulations.

¹⁸ 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.

- 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 will 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 already improve the geographical balance of underrepresented Member States and brought already positive results.
- The Commission Representation in Cyprus consistently participates in career fairs on EU careers and will continue to do so.

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 and 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 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 those Officials who aspire to Middle Management and Senior Management, also targeting Officials coming from underrepresented 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

- EPSO to put Cyprus in touch with other Member States who have training programmes to prepare for EPSO competitions;
- Maintain the high number of **EU Careers' Student Ambassadors**;
- Increase the number of **EU Careers' Staff Ambassadors** (specific actions to be included in Cyprus' upcoming strategy). Close co-operation with the EU Careers' Ambassadors and Cypriots already working within the EU Institutions. Cyprus to organise job fairs and invite the Commission, EPSO and other EU Institutions to participate;
- Co-operation with Commission representation in Cyprus to disseminate information and raise awareness relating to EU Careers, including the Junior Professionals Programme and provide support to citizens;
- Produce materials for social media campaigns for EU Careers by filming short inspiring testimonial videos from CY nationals who work for the EC;
- Ensure that Cyprus is informed about updates on recruitment procedures. The Commission aims to share the information material (infographics, publications etc.) so Cyprus can disseminate this information. An open line of communication should be kept between the Commission and Cyprus;
- 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. Cyprus is participating in EPSO's Equality and Diversity Coordinators Network.

4. Data and performance indicators

4.1. Data sharing on geographical balance

The Commission is conscious that Member States need to be informed regularly 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 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.

4.2. Action Plan performance indicators

The measures implemented by Cyprus, 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:
 - The number of participants at webinars, or career fairs to promote specific EU jobs as well as EU careers;
 - The number of Cypriot candidates who attend training and coaching sessions;
 - Number of Career Counsellors trained to promote EU careers;
 - The number of social media and website views and followers;
 - 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 on the Junior Professionals Programme (JPP);
- Share of Temporary Agents and FGIV Contract Agents;
- Number of non-permanent staff and a 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 underrepresented 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 2024.¹⁹

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.

¹⁹ 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 underrepresented 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 on 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.