



European
Commission

Action Plan on Geographical Balance

CZECHIA

2023

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1. Introduction

In line with the 2018 report on Geographical balance¹, the new HR strategy² “**Communication to the Commission: A new Human Resources Strategy for the Commission**”³ highlights the importance of geographical balance of all staff, which is to be strengthened, and foresees the development of Action Plans together with under-represented Member States. This Action Plan represents a joint 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.⁸ 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 Czechia⁹.

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.¹⁰ In addition, the HR Strategy indicates that, in line with Article 27

¹ [COM\(2018\)377final/2](#)

² [C\(2022\) 2229 final](#)

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

⁴ 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 Work was undertaken by EPSO with ‘focus countries’ over a number of years. This included examination with underrepresented Member States on identifying the reasons for underrepresentation as well as possible measures that could be undertaken in relation to greater communication and promotion of EU careers. EPSO also organized group meetings of the “focus countries” and encouraged the sharing of best practice.

⁹ In case of Czechia, the guiding rate is 3,1 %, 80% of which is 2,5%.

¹⁰ 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 the Staff Regulations, the Commission will consider adopting General Implementing Provisions to enable actions aiming at improving geographical balance.

1.1. Developments in 2022

To address the geographical imbalances of Czechia (both structurally and in the shorter term), the Director-General for HR and the Permanent Representative of Czechia agreed on 19 May 2022 to jointly prepare this Action Plan, based on the specific situation of Czechia. The aim of the Action Plan is to outline the reasons for Czechia's low representation, and to set out measures to be undertaken by Czechia, the Commission, EPSO, as well as measures to be undertaken jointly in order to address it. The implementation of some measures has already commenced in 2022¹¹ 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. Czechia: challenges and outlook

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

Czechia's presence is below 80%¹² of the guiding rate among overall non-linguistic AD (including management)¹³ and at AD5-AD8 level (Figure 1). Since 2016 the non-linguistic AD staff (non-management) has been stably low while the AD5-AD8 has been steadily declining (Figure 2).

Czechia is below 100 % of the guiding rate¹⁴ at Middle Management (1,8% for a guiding rate of 3,1%) and at Senior Management level (0,8% for a guiding rate of 3,1%). The trended presence of non-permanent positions is depicted in Figure 3. The same Figure also shows that Czechia is below 80% of the guiding rate at the level of Temporary Agents, Contract Agents FGIV and Blue Book Trainees. Participation by Czechs in EPSO competitions is extraordinarily low compared to the expected percentage relative to its population and may add to Czech under-representation at entry levels despite a pass rate which is higher than average ("pipeline problem").

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.'

¹¹ See section 3.2 (Commission's measures).

¹² 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.

¹³ 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.

¹⁴ Ibid.

Detailed analysis:

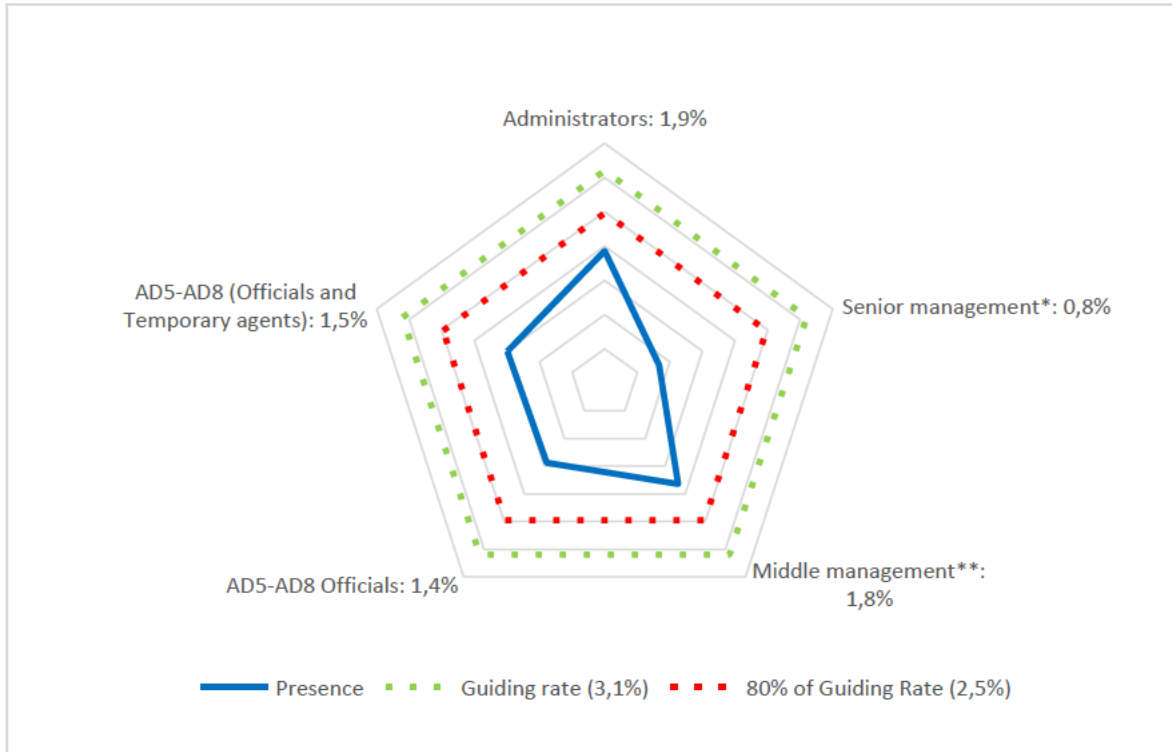
For a guiding rate of **3,1%**, under-representation is defined as below 80% of the guiding rate¹⁵ which for Czech nationals corresponds to **2,5%**. Therefore, Czech nationals are:

- Below 80% of the guiding rate among all Commission staff (2,0%) and among AD non-linguists (1,9%). Regarding the population of all ADs, 9,2% are Temporary Agents;
- Below 80% of the guiding rate among Officials and Temporary Agents AD5-8 non-linguists (1,5%), of which 27,9% are Temporary Agents. Below 80% of the guiding rate among AD5-8 Officials non linguists (1,4 %);
- Below 80% of the guiding rate at AD9-14 non-management grades (2,3%);
- Below 100% of the guiding rate at Middle Management level (1,8%) and at Senior Management level (0,8%).

¹⁵ 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. Czech presence of permanent staff (including Temporary Agents) at the EC on December 31, 2022

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.



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

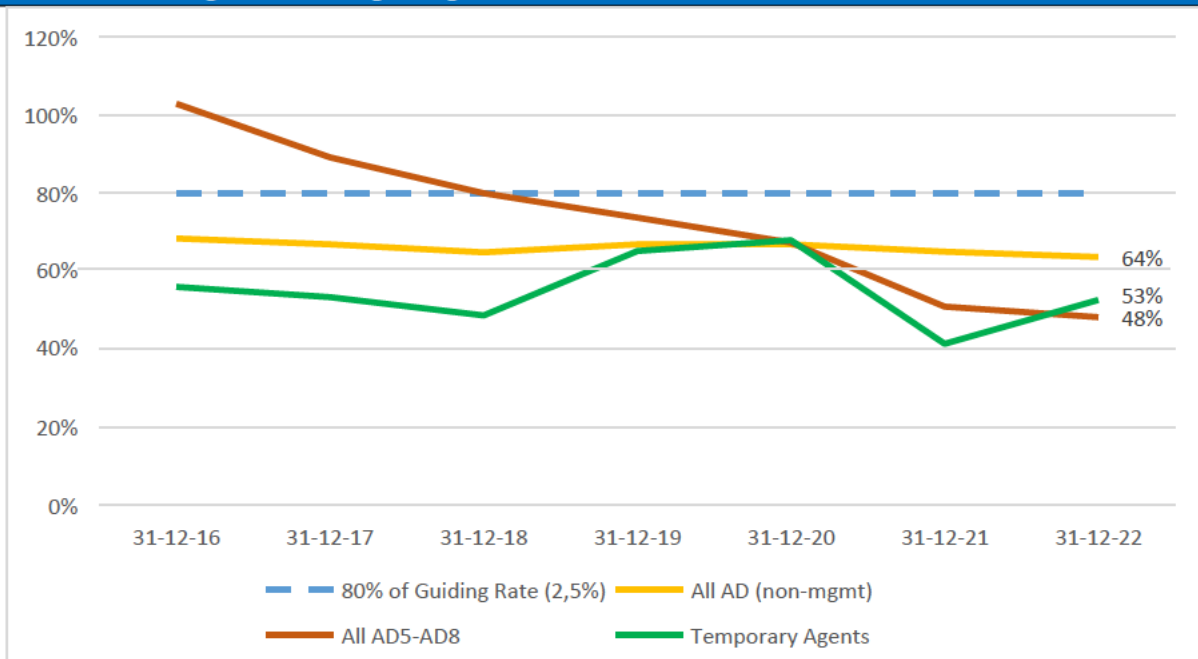
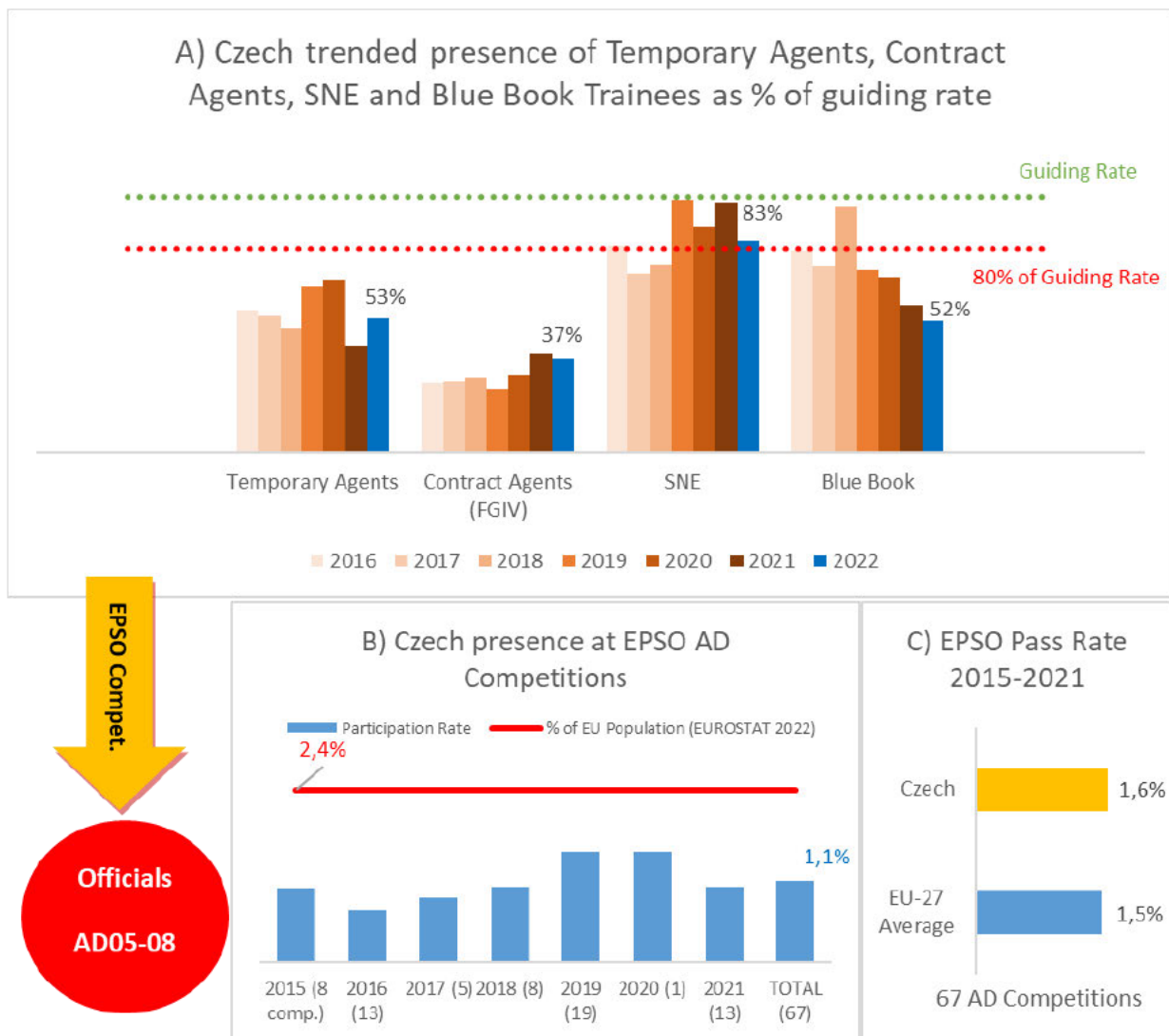


Figure 3. Factors influencing Czech presence at the EC



A) Non-permanent Staff of Czech 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 EPSCO (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 Czech Seconded National Experts (SNE positions) is above the threshold value.¹⁶

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

C) The pass rate of EPSCO AD competitions initiated between 2015 and 2021 is above the EU average.¹⁷ The results from measures targeting EPSCO competitions will depend on the frequency of these competitions.

¹⁶ 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). In the case of Czechia, the share between shared-cost SNEs and cost-free SNEs is 40:60.

¹⁷ The indicated EPSCO 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:

- Although younger Czechs show more interest to work in EU institutions overall favourable economic conditions in Czechia and a low unemployment rate (2,2% vs 6,2% in EU27 in 2022¹⁸) discourage Czechs to move from home.¹⁹;
- Lengthy and complex EPSO competitions resulting in reduced attractiveness of EU careers including long waiting periods on reserve lists before the actual employment;²⁰ 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. Czechia's actions and initiatives

3.1.1. Current (updated by Czechia)

Czechia's 2015 National Strategy for the Promotion of Czechs in the EU Institutions, last amended in 2021, is focused, among others, on raising awareness about EU careers among young Czech nationals/students, civil servants, and the general public.

Awareness raising is aimed at both permanent and non-permanent contracts and internships, as well as on avenues for temporary postings open to civil servants including for e.g., SNEs and NEPTs and includes the following activities:

1. **General and regional activities** - Czech authorities have been organizing periodic seminars with the active participation of Czech Officials working in EU institutions, the aim of which is to give personal experience to those interested in working in EU institutions. Czech authorities also organize various types of events for the general public in regional cities dedicated to EU careers. These events are centrally coordinated and organized with the express goal of generating interest among the widest swathe of professionals.
2. **Students** – Czech authorities organize lectures for secondary school and university students on student and employment mobility opportunities and on the possibility of internships and further employment in the EU institutions. The National Network of EU Careers Student Ambassadors was created in 2018 in collaboration with the EPSO to promote EU careers among university students and ensure the permanent presence of an EU Careers Student Ambassador at each of the relevant universities. These students promote EU careers on social media, organize various student events and provide advice on EU careers at their university, in cooperation with university career services and the Regional Eurocentres. The EU Affairs Minister has taken this initiative under his wing and is working with the Czech Conference of Rectors in order to spread awareness about these students and different ways Czech universities can utilize their potential.

¹⁸ In 2022, the unemployment rate in Czechia was at 2,2% below the EU-27 average of 6,2% (% of population 15-74), [Eurostat](#)

¹⁹ Meeting with Ms Edita HRDÁ, CZ Permanent Representative, 19 May 2022.

²⁰ Ibid.

3. **Communication** – Czech authorities also administer the [Euroskop](#) website, with a maintained information section on EPSO activities. In this section, all information and activities organized by all co-managers of the Strategy are provided to the general public. With the aim of motivating Czechs to apply for EU positions, Czech authorities published in 2020 a short video spot entitled “You can find a job in the EU, too”, which was shared on social media (YouTube, Twitter). Furthermore, a series of short articles have been published in national newspapers explaining different aspects of EU careers – different types of employment within EU institutions, EPSO competition, life in Brussels/Luxembourg, day in the life of an EU Official etc.

4. [REDACTED]

3.1.2. Future (updated by Czechia)

The end of the CZ Presidency of the Council of the European Union in 2022 will most likely result in an increased interest in the EU institutions among young Czechs and this may boost the CZ EU careers strategy. Much interest will probably be generated within the Czech civil service, as many civil servants have come in closer contact with EU-related issues during the second half of 2022. We can thus expect to witness higher level of interest in EU careers in 2023.

Czechia’s 2023-2025 National Strategy for the promotion of Czechs in the EU Institutions includes the following activities:

- **Preparation and implementation of educational and information projects that will increase awareness and knowledge of selection procedures for EU institutions.** These include the following annual events²¹:
- At least **5 educational seminars on career opportunities** in the EU and passing on experience from selection procedures by successful Czech candidates;
- **4 half-day and 4 full-day seminars on introduction to EPSO;**
- **10 webinars on practicing EPSO phases** such as CBT, competency-based interview and oral presentations;
- **System of mentoring and consultancy for the Blue Book trainees**, 2 webinars for the JPP candidates (CBT and preparation for the interview);
- **15 seminars on EU general knowledge;**
- **2 in-person and 3 online ‘EU Careers Staff Ambassador’ seminars** where representatives trained in EPSO processes bring knowledge back to home country;
- **25 seminars for secondary school students** to raise awareness on EU;
- **5 seminars for university students;**
- **Participation in 3 job fairs;**

²¹ CZ Concept Paper: For 2023-2025 (Translated by HR.A.1)

- **Semester-long course** at universities on **preparation for EPSO tests**;
- **Many opportunities** to meet **Czechs working in EU Institutions** at larger events and small events;
- **Regularly offering Czechs working in the EU Institutions training, counselling, and individual consultation** on succeeding in **EPSO procedure**;
- In the foreseeable future, the Czech authorities will also make use of the position of the Minister for European Affairs in highlighting the EU careers agenda. The minister's participation at various events and support can be of great help in showcasing the importance of European affairs in general;
- **Main target groups include** Czech civil servants, final year university students, secondary school students, Czech working in EU Institutions and the general public.

3.2. European Commission's measures

To strengthen geographical balance, the Commission will adopt measures considering the specificities of Czechia across a broad range of avenues, internal as well as external sources.

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 focusing 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, also in view of new IT solutions to handle large number of applicants. Commission DGs will be asked to **interview at least one candidate** from under-represented Member States when organising the selection of non-permanent staff as of September 2022.
 - These actions are expected to produce a short-term effect and longer-term effect, e.g. by organizing internal competitions, allowing the most successful non-permanent staff to be recruited as Officials. In this sense, the Commission ensured a greater predictability for this internal track by publishing a calendar **for internal competitions until 2024**, which was sent to the Permanent Representations of the Member States.
- In parallel, DG HR is preparing the **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 circumstances²², 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 was used to already improve the geographical balance of under-represented Member States and brought already positive results.

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. The Commission Services who have vacant positions to fill will continue to invite Blue Book Trainees, who are interested in applying for non-permanent jobs to apply to the CAST. In order to retain highly motivated candidates and enable the Czech authorities to contact them with an offer of assistance, a tick box is available as part of the Blue Book Traineeship application for the applicant to agree to be contacted. This will provide the opportunity for the applicant to avail of an offer of preparatory seminars for selection procedures in EU institutions offered by the Czech authorities. On this basis and respecting the General Data Protection Regulation (GDPR) requirements, The Traineeship Office will forward messages from the Czechia Permanent Representation to candidates and may encourage applicants to contact the Permanent Representation directly. In addition, the Commission is considering applications from SNEs and NEPTs who are interested in applying for non-permanent jobs.

Strategy for young professionals:

- An Official within the EC Representation in Prague has been assigned to disseminate information relating to EU Careers and collaborate with key Czech stakeholders;
- The EC Representation aims to build on existing information pools and expand it with its partners, EC information networks (Europe Direct, EURES, Eurodesk, Europass, Euroguidance etc.), universities that are not yet part of the Career Service/Student Ambassador Programme and other organizations to significantly broaden the target audience;

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:

²² 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.

- 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 client.

Moreover, EPSO will continue to publish information on competitions in due time and will strive to enhance communication with successful candidates on its reserve lists. EPSO will also continue to provide targeted information on working and living conditions in Brussels and Luxembourg, including by providing relevant statistics and video staff testimonials.

EPSO will continue to produce webinars for Member States EU Careers experts, public video tutorials, public online landing pages and infographics (in all 24 languages), as well as social media posts and ads for each competition. EPSO's new website (June 2022) will remain the main information hub for external competitions.

- **Outreach:** The Commission will actively mobilise available resources in the Commission's Representations in capitals to participate in outreach, public events and spread targeted communications materials on the EU civil service and emphasising the opportunities EU careers offer (value-based jobs, variety of policy fields, possibility to be hosted in other Member States or in third countries outside EU, etc).
- **Management:** The Commission will continue to work on identification of talent for managerial functions and support 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

- Support/encouragement of Czech Officials in EU Institutions (Staff Ambassadors) who will share their experiences regarding EU careers at events organised by the Czech Republic. As well as encouraging employees of the Commission from the Czech Republic during the implementation of the Back to School Programme;
- Participation of EPSO and the Commission representatives at career events in the Czech Republic;

- EPSO will facilitate Permanent Representations contacting candidates should the candidates give their permission to be contacted. Upon formal request, the EPSO will provide aggregated information about candidates;
- Upon ad hoc requests from the Czech Republic, EPSO will provide relevant data on the Czech participation in the upcoming EPSO competitions, in full respect of and in line with GDPR provisions.
- Commission representation in the Czech Republic will participate in disseminating information on vacancies including for open generalists and specialists competitions and traineeships;
- Establishment of the Alumni Blue Book trainees in the Czech Republic, which would cooperate with the Representation of the Commission in the Czech Republic;
- Produce materials for social media campaigns for EU Careers by filming short inspiring testimonial videos from CZ nationals who work for the EC;
- Ensure that Czechia is informed about updates on recruitment procedures. The Commission aims to share the information material so the Capital can disseminate this information. An open line of communication should be kept between the Commission and Czechia;
- The Commission will publish permanent and non-permanent open positions through widely available channels including, where possible, social networks, as well as other relevant media;
- 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-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 Czechia, 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 queries solved regarding EU Careers, for example, by the Permanent Representation;
 - The number of participants at webinars, career fairs, workshops and seminars to promote specific EU jobs as well as EU careers;
 - The number of Czech candidates that attend training and coaching sessions for the Commission's external and internal competitions;
 - The number of Blue Book Traineeship applications;
 - The scope of outreach efforts such as promotional campaigns and number of social media and website followers, subscribers and users;
 - The number of networking events organized and the number of attendees, such as for Czech professionals already working in the EU Institutions and Blue Book Trainees;
 - The number of EU Careers Student Ambassadors;
 - The number of EU Careers Staff Ambassadors;
 - The number of applications for EPSO specialist competitions.

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 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 competitions²³.

²³ The results from measures targeting EPSO competitions will depend on the frequency of these 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. 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 2024.²⁴

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, including the joint job fairs, and organizing communication and outreach events to promote EU Careers wherein the Commission and other EU institutions could participate.

²⁴ The assessment will be based on measures starting from the 1st of January 2022.

6. Annex: Glossary on Staff Grades and Categories

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

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

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

Average EPSO Pass Rate: This percentage shows the EPSO Competition pass rate in comparison to the average EU-27 pass rate (1,5%) for competitions initiated between 2015 and 2021.

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

Contract Agents (CA): Contract staff are employed for a limited period, with an initial contract of 6-12 months which can be renewed 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.

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.

