



# Action Plan on Geographical Balance

**THE NETHERLANDS**

**2023**

## Table of Contents

<b>1. Introduction</b> .....	<b>3</b>
1.1. Developments in 2022.....	4
<b>2. The Netherlands: challenges and outlook</b> .....	<b>4</b>
2.1. Geographical balance snapshot as of 31.12.2022 .....	4
2.2. Outlook.....	8
<b>3. Measures to address under-representation</b> .....	<b>8</b>
3.1. The Dutch actions and initiatives.....	8
3.1.1. Current (updated by the Netherlands).....	8
3.1.2. Future (updated by the Netherlands).....	9
3.2. European Commission's measures .....	10
3.2.1. Actions aiming at redressing the observed imbalances in the short term, with impact on long term .....	10
3.2.2. Actions aiming at correcting the underlying causes of imbalances in the longer term.....	11
3.3. Joint measures.....	12
<b>4. Data and performance indicators</b> .....	<b>13</b>
4.1. Data sharing on geographical balance.....	13
4.2. Action Plan performance indicators.....	14
<b>5. Next steps</b> .....	<b>15</b>
<b>6. Annex: glossary on staff grades and categories</b> .....	<b>16</b>

# 1. Introduction

In line with the 2018 report on geographical balance<sup>1</sup>, the new HR strategy<sup>2</sup> “**Communication to the Commission: A new Human Resources Strategy for the Commission**”<sup>3</sup> highlights the importance of geographical balance of all staff, which is to be strengthened, and foresees the development of Action Plans together with under-represented Member States. This Action Plan represents a joint political commitment by the Member State and the European Commission (Commission) to strengthen geographical balance and takes the form of measures to be undertaken by the Member State, by the Commission as well as joint measures.

As a rule, discrimination based on nationality is prohibited by the Treaties, the Charter of Fundamental Rights and the Staff Regulations. At the same time, the EU Staff Regulations require that EU institutions recruit staff from the broadest possible geographical basis.<sup>4</sup> In 2014, the co-legislators introduced a new legal basis for each institution to adopt appropriate measures where a significant imbalance between nationalities of Officials is observed and is not justified by objective criteria.

The methodology for defining the objective to be reached has been subject of several communications<sup>5</sup> over time. It has taken the form of guiding rates or reference values, as well as indicative recruitment targets for enlargements.<sup>6</sup> In its 2018 report on geographical balance<sup>7</sup>, the Commission considers a significant imbalance is observed if the share of nationals of one or more Member States amongst staff is lower than 80% of the relevant guiding rate and is focussing on AD staff occupying non-management functions excluding linguists. The Commission regularly reports on the state of play on presence by nationality among its staff. Measures have been adopted by EPSO and the Commission when imbalances were observed. However, these measures have not always provided results in line with the objective. Under-representation in many staff categories is still observed in several nationalities, including in the case of the Netherlands.

More recently, the Commission committed in its HR Strategy that it will prepare specific Action Plans, together with the Member States concerned, to address this issue and take into account the specificities of each Member State.<sup>8</sup> In addition, the HR Strategy indicates that, in line with Article 27 of the Staff Regulations, the Commission will consider adopting General Implementing Provisions to enable actions aiming at improving geographical balance.

---

<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*, 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 under-represented. [...] In 2022, specific Action Plans will be developed together with these Member States to improve their balance, keeping in mind that by law, no posts should be reserved for nationals of any specific Member State.’.

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

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

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

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

<sup>8</sup> According to the Communication to the Commission: *A new Human Resources Strategy for the Commission*, [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 under-represented. [...] In 2022, specific Action Plans will be developed together with these Member States to improve their balance, keeping in mind that by law, no posts should be reserved for nationals of any specific Member State.’.

## 1.1. Developments in 2022

To address geographical imbalances of the Netherlands (both structurally and in the shorter term), the Director-General for HR and the Permanent Representative of the Netherlands agreed on 27 June 2022 to jointly prepare this Action Plan, based on the specific situation of the Netherlands. The aim of the Action Plan is to outline the reasons for the Netherlands' low representation, and to set out measures to be undertaken by the Netherlands, the Commission, EPSO, as well as measures to be undertaken jointly in order to address it. The implementation of some of the measures taken by the Commission already commenced in 2022 and is ongoing. The Netherlands has been implementing specific increased action in the promotion of EU careers and guiding candidates since 2010. 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. The Netherlands: challenges and outlook

### 2.1. Geographical balance snapshot as of 31.12.2022

Dutch presence is below 80% of the guiding rate at the overall AD non-linguist level (including management)<sup>9</sup> and below 80% of the guiding rate at AD5-AD8 level (Figure 1). Since 2016, the non-linguist AD staff (non-management) has been slightly decreasing while the AD5-AD8 staff has been slightly increasing since 2016. The Netherlands is below 100% of the guiding rate<sup>10</sup> at Middle Management and Senior Management. The trended presence of non-permanent positions is depicted in Figure 3. The same figure also shows that the Netherlands are below 80% of the guiding rate for Temporary Agents and Contract Agents. The Netherlands' pass rate in EPSO competitions is similar to the EU average.

#### Detailed analysis:

For a guiding rate of **3,9%**, under-representation is defined as below 80% of the guiding rate which for Dutch nationals corresponds to **3,1%**.<sup>11</sup> Therefore, Dutch nationals are:

- Below 80% of the guiding rate among all Commission staff (2,2%) and below 80% of the guiding rate among AD non-linguists (including management) (2,9%). Regarding the population of all ADs, 9,9% are Temporary Agents;

---

<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.

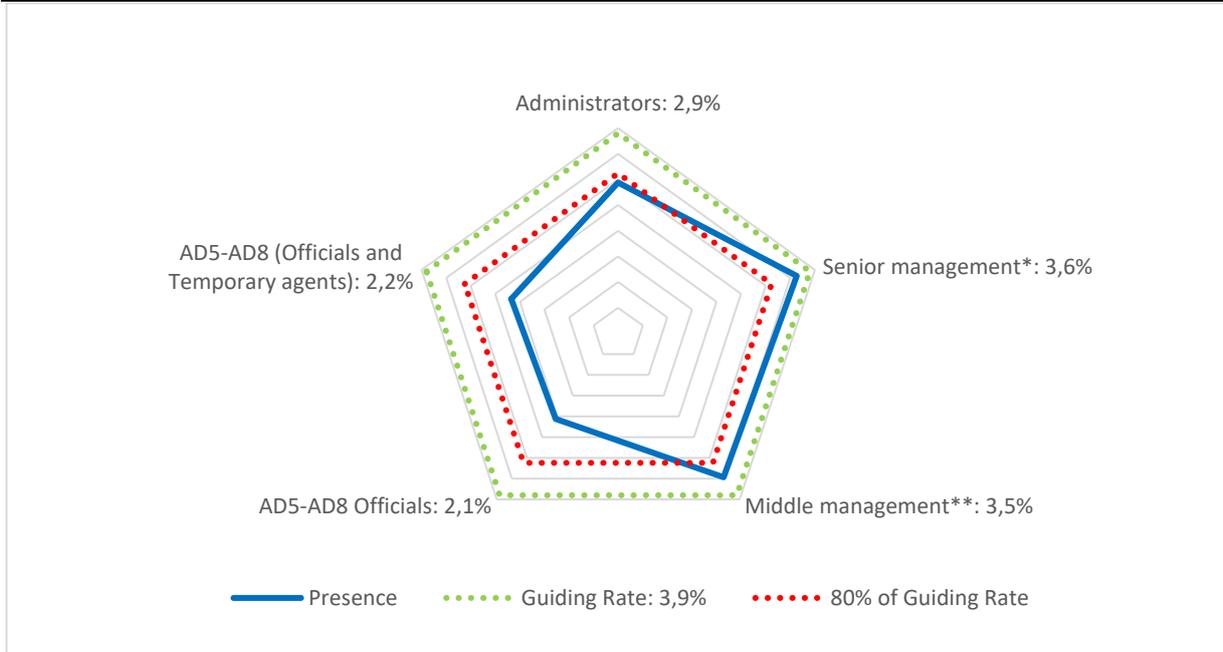
<sup>10</sup> Ibid.

<sup>11</sup> 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.

- Below 80% of the guiding rate among AD5-8 non-linguists (2,2%), of which 29,3% are Temporary Agents;
- Above 80% of the guiding rate at AD9-14 non-management grades (3,3%);
- Below 100% of the guiding rate at Middle (3,5%) and Senior Management level (3,6%);
- Below 80% of the guiding rate for Temporary Agents and Contract Agents.

**Figure 1. Dutch 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).

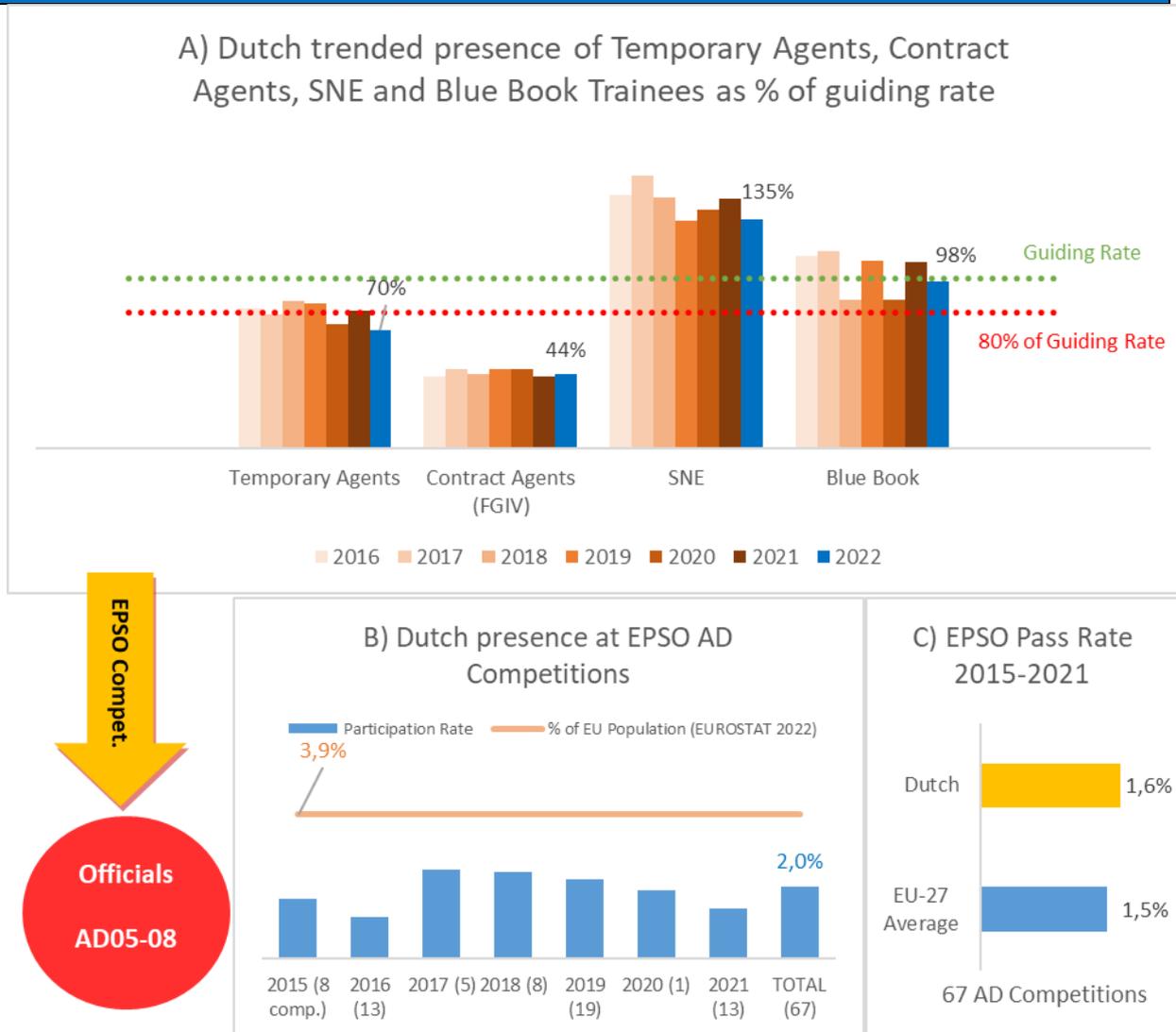


\* Includes Directors-General, Deputy Directors-General, Hors Classe Advisors, Directors and Principal Advisors. \*\* Includes Heads of Unit, Heads of Departments, Heads of Tasks Forces.

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



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



**A)** Non-permanent Staff of Dutch nationality, apart from SNEs and Bluebook trainees, is 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.

**B)** 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.

**C)** The pass rate of EPSO AD competitions initiated between 2015 and 2021 is similar to the EU average.<sup>12</sup> The results from measures targeting EPSO competitions will depend on the frequency of these competitions.

<sup>12</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:

- The share of Dutch Officials (20% of current AD staff of Dutch nationality compared to 12% for EU-27 average) set to retire from the Commission (“cliff edge” effect) between 2023 and 2026, could potentially increase the under-representation further if recruitments do not compensate for departures. The Commission will therefore follow carefully inflow and outflow trends;
- Lengthy and complex EPSO competitions resulting in reduced attractiveness of EU careers. The new EPSO Competition framework has been adopted at the end of January 2023 and is aimed at shortening and simplifying selection procedures;
- A robust labour market in the Netherlands as well as a different working culture such as a focus on work-life balance.<sup>13</sup> It is perceived that competitive salaries in the Netherlands do not operate as deterrent to interest in EU careers.

## 3. Measures to address under-representation

### 3.1. The Dutch actions and initiatives

#### 3.1.1. Current (updated by the Netherlands)

The Dutch government has already undertaken the following measures to support geographical balance:

- **Since 2010**, the Netherlands has been running an **EU careers campaign (WerkenbijdeEU)**, focused on promoting EU Careers and supporting candidates in applying for traineeships and Open Competitions. In 2021, 0,5 Full Time Worker (FTW) was added to the team of WerkenbijdeEU now comprising 2,5 Full Time Equivalent (FTE) in total. The annual budget for WerkenbijdeEU is set at a maximum of 700.000 EUR;
- In **2021 the Dutch government launched a new Action Plan** to intensify ongoing efforts and to find new ways to strengthen the Dutch presence within the institutions. The goals are to make an EU career an intrinsic part of the working opportunities given to Dutch civil servants and to directly increase the number of talented Dutch nationals through the various available (secondment) programmes. In addition, it focuses on increasing the number of applicants for EU job opportunities through targeting young professionals within the Central Government, improving the success rate in Open Competitions and the EU knowledge of future applicants to EU jobs;
- A **new attractiveness campaign strategy** focussing on personal drivers of key audiences and improved relationship with (future) candidates via **WerkenbijdeEU**. The communication message (“I work for the future of 450 million citizens”) was developed on the basis of focus group interviews. This message touches on all elements of working for the EU and will be used

---

<sup>13</sup> EPSO Final Report, ‘Analysis of a survey to improve information and communication activities for EU citizens interested in pursuing an EU career’.P.28

in both the always-on and specific recruitment campaigns. A communication concept focusing on personal drivers in relation to working for the EU will allow to attract and interest audiences not yet familiar with the EU as an employer. WerkenbijdeEU.nl will be updated accordingly, including a tool in which website visitors can shape their own career path (traineeship, Open Competition, CAST, etc). Calls to action to connect with the Talent Network of WerkenbijdeEU will make the website the central communication tool between the various campaigns and the assistance offered by WerkenbijdeEU. The strategy is an important step in improving the number of strong candidates taking part in Open Competitions- through relationship-building in an early stage, strengthening motivation and persistence through interesting content on EU issues and personal guidance towards a selection procedure;

- Dutch experts already working in the EU “bubble” are invited by the **Permanent Representation** to attend **workshops** and will receive one-on-one guidance on how to apply for relevant EU positions. A separate Talent Network will be created, allowing for information sharing and applicant tracking;
- Further **developing and updating all practice and training material available**, especially for the **Open Competitions**. In 2023 *WerkenbijdeEU* will be able to provide practice material and (interview) training to approximately 1000 candidates. Setting-up a **new ‘EU knowledge program’** for future applicants, focusing on key EU developments and the working programmes of the institutions. In addition to providing practice material for the EU knowledge test in the AD5 generalist competition, *WerkenbijdeEU* will set-up Q&A sessions with Dutch EU Officials. In a later stage, a separate programme including workshops will be offered to potentially interested candidates (especially recent graduates/young professionals) registered in the Talent Network;
- **Improve networking opportunities** between junior EU civil servants and Dutch civil servants, allowing for knowledge sharing and linking working for the Dutch Central Government to an EU career. Junior civil servants in the Dutch Central Government are considered a key candidate pool for secondment programs and Open Competitions;
- Providing **funding for ten students per academic year** at the **College of Europe**.

### 3.1.2. Future (updated by the Netherlands)

- Continued adaptation of the above-mentioned strategy according to changing recruitment policies and selection procedures at EPSO and European institutions, including the Commission;
- New recruitment campaign using the updated communication strategy for the AD5 graduate Open Competition. This will also serve as a measurement for future AD5 recruitment campaigns, especially the retention of candidates in the Talent Network;
- A targeted campaign towards (former) interns and junior civil servants in the Dutch Central Government, mainly via LinkedIn (target audience: 30.000). The campaign will motivate (potential) candidates to connect with *WerkenbijdeEU* in order to receive information and support (incl. for the AD5 Open Competition).

## 3.2. European Commission's measures

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

### 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, also in view of new IT solutions to handle large number of applicants. Commission DGs have been asked to **interview at least one candidate** from under-represented Member States when organising the selection of non-permanent staff as of September 2022. Awareness has been raised among all Commission Services regarding geographical balance and DGs report on the candidates interviewed;
  - 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 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

circumstances<sup>14</sup>, it needs to be ensured that they comply with Article 27 of the Staff Regulations;

- The Blue Book traineeships are also a key entry point in the Commission. DG HR and DG EAC agreed to apply as of 2023 the Member States' guiding rates and replace the current geographical quotas to improve the geographical balance of the Virtual Blue Book candidate-trainees. All trainees 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 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 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, in close cooperation with the responsible national authorities, will actively mobilise available resources in the Commission's Representations in the Hague to

---

<sup>14</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.

participate in outreach, public events and spread targeted communications materials and emphasise 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

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

- The Netherlands with the Commission, EPSO and other EU institutions will participate in career events, with a focus on students (EU Careers Student Ambassador programmes) and graduates/young professionals (always-on campaign *WerkenbijdeEU* and recruitment for AD Open Competitions);
- Close co-operation with the EU Careers Staff Ambassadors and Dutch nationals already working within the EU institutions. *WerkenbijdeEU* has a network of over 100 Dutch EU Officials willing to contribute to campaigns (interviews, videos), career and information events and support activities for (potential) candidates;
- The EC Representation in the Netherlands will continue its close cooperation with “Werken bij de EU” and share it via the Representation’s social media channels, website and newsletter;
- Co-operation with the local EC representation in the Netherlands, based on a yearly planning. Activities include re-posting of social media content as part of the always-on and specific recruitment campaigns of *WerkenbijdeEU*, collaborating with the MS to provide support to (potential) candidates in improving their EU-knowledge and co-organizing events for target audiences (especially students);
- Develop local outreach plans for smaller Commission Joint Research Centre sites: Petten and Geel including 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;

- The Netherlands continues to provide materials developed for the always-on campaign of *WerkenbijdeEU* for social media campaigns for EU Careers;
- Ensure regular sharing of:
  - Information with Member States on recruitment procedures so the Capital can disseminate this information;
  - HR data (successful Dutch nationals in Open and internal Competitions<sup>15</sup>, Dutch nationals in Blue Book programme, Dutch nationals in Temporary Agent and Contract Agent positions);
  - Contact details of Dutch nationals who gave their consent to EPSO to share this information;
  - Website traffic analytics (click-through from campaign page *WerkenbijdeEU.nl* to EPSO and Traineeships Office using a specific tag/UTM code in the URL);
- 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 of 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 on geographical balance.

---

<sup>15</sup> Reporting on the current internal competitions will happen at the end of the process. If relevant information is available within the period of assessment of this Action Plan, the Commission will provide data.

## 4.2. Action Plan performance indicators

The measures implemented by the Netherlands 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 (potential) candidates in the WerkenbijdeEU Talent Network, for the AD5 Open Competition, Blue Book programme and the network for graduates;
  - The number of Dutch nationals having visited the pages of EPSO and the Blue Book programme, from WerkenbijdeEU.nl. The 2023 AD5 Open Competition and 2024 March Blue Book will serve as a measurement;
  - Social media and website interactions of WbdEU pages: number of website visits and followers on other social media pages (e.g. LinkedIn);
  - Number of fairs or other events promoting EU jobs and careers where Dutch EU Careers Student Ambassadors are present;
  - Number of times practice material for specific selection procedures are requested by participants in the Talent Networks;
  - Number of mailings sent to the participants in the Talent Networks;
  - Number of contacts with Dutch (Blue Book) trainees;
  - Number of EU Careers Student Ambassadors;
  - Number of EU Careers Staff Ambassadors.

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

- Number of applicants to the Blue Book Traineeship programme and number of trainees who start the traineeship;
- Number of Blue Book Trainees who become Commission staff;
- Number of successful candidates on the Junior Professionals Programme (JPP);
- Share of Temporary Agents and FGIV Contract Agents;
- Number of non-permanent staff and number of external candidates who become Contract Agents FGIV, AD5-AD8 Temporary Agents or AD5-AD8 Officials;
- Share of administrators across various grades, focusing on AD5-AD8 Officials;
- Participation and success rate at EPSO competitions;
- The number of EPSO applications resulting from participation in the national promotional events, activities, where relevant (includes a follow up of participants).

## 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 during the first quarter of 2024.<sup>16</sup> For the Netherlands, the assessment could include in annex reporting on efforts carried out at national level before the initiation of the Action Plan.

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

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

---

<sup>16</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.

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

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

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

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

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

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

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

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

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

