



## COMITE CENTRAL DU PERSONNEL

CCP –II/VDC

### Note à l'attention de M. G.H. OETTINGER Commissaire

**Objet:** Contribution du Comité du personnel à la communication de la Commission *Shaping the Future of Europe: Attracting, Retaining and Developing the Best Talents to Work in the European Public Administration*

Suite à la demande adressée aux OSPs de contribuer à la communication de la Commission *Shaping the Future of Europe: Attracting, Retaining and Developing the Best Talents to Work in the European Public Administration* et à la CIS lancée en la matière, le Comité du Personnel a décidé de s'autosaisir pour permettre à ses sections locales d'exprimer leur avis sur les différents aspects non-pécuniaires de l'attractivité de la fonction publique européenne, en enrichissant le débat avec la perspective des différents lieux de travail autres que Bruxelles et Luxembourg mentionnés dans la communication.

Les contributions communiquées par les sections locales "Hors Union", Luxembourg et Petten (appuyé par les sections de Geel et Karlsruhe), figurent en annexe. En même temps, le Comité du Personnel désire porter à votre connaissance les éléments principaux mis en exergue lors du débat tenu au cours de sa 506<sup>ème</sup> plénière des 15 et 16 novembre derniers.

- Le Comité du Personnel constate que cette communication, issue d'une Commission "de la dernière chance" arrive bien tard, avec 3,5 ans de retard, comme d'ailleurs la visite du Président Juncker au Comité du Personnel, intervenue presque à la fin du mandat.
- Le Comité s'interroge quant aux responsabilités d'un manque de vision et de sollicitude à l'égard du personnel qui ont mené à cet état des choses à la Commission (plus sévèrement affectées que les autres Institutions. L'adoption, année après année, de solutions ad hoc (rustines) signale un préoccupant manque de vision et de responsabilité en matière de gestion des ressources humaines.
- La communication de la Commission manque totalement de vision quant au futur de la fonction publique européenne, pourtant son principal patrimoine. Tout en étant un bon slogan, son titre pourrait presque se parodier dans une description de la dernière décennie et demie en matière de politique du personnel "*Shaving the future....*"
- Bien que se reconnaissant dans certaines parties de la communication dont ils apprécient la description, les collègues AST, AST/SC et AC constatent avec amertume le manque total de solutions pour leur avenir professionnel, au point de se demander si la Commission a vraiment besoin d'eux ou pas.
- Certains constats de la communication au sujet des *millenials* seraient contredits par l'avis de ces derniers, qui apparaissent toujours intéressés à une perspective de carrière pour toute la vie dans un contexte international pour mettre en valeur leurs talents spécifiques au lieu de les confiner

dans des tâches administratives souvent absurdes. Les autres institutions apparaissent leur offrir des contextes professionnels potentiellement plus intéressants.

- Il est nécessaire, dans un cadre voulant diffuser un message de paix et prospérité, d'améliorer les conditions de travail dans les nombreuses délégations dans le monde: depuis la réforme 2014 plusieurs postes d'administrateurs en délégation restent vacants, car il est toujours plus difficile de concilier vie professionnelle et familiale. Un nouveau programme visant à mettre en valeur le personnel AC travaillant en délégation depuis longtemps (Senior Professionals Program) pourrait être une solution *win-win* pour l'institution et son personnel contractuel.
- L'élément budgétaire est pourtant dominant dans la communication, on apparaît donc vouloir relancer une fonction publique dans une logique d'austérité ou post-austérité, sans pour autant tenir compte des différentes situations à Bruxelles, Luxembourg "*and elsewhere – where the streets have no name*".

Ignazio IACONO



Président du CCP

**Annexe :** Contribution de la section de Luxembourg  
Contribution de la section de Petten  
Contribution de la section de Hors Union

Cc : Mme I. Souka,  
M. C. Levasseur,  
M. C. Roques,  
M. L. Duluc  
M. P. Bacri,  
Mme B. Pellistrandi,  
Mme L. Cattaruzza

## **Contribution to the interservice consultation to Commission Communication about Shaping the Future of Europe: Attracting, Retaining and Developing the Best Talents to Work in the European Public Administration**

### **MAKING LUXEMBOURG AS A MAIN SEAT OF EU CIVIL SERVICE ATTRACTIVE AGAIN**

Following the call for interservice consultation, the Bureau of the Local Staff Committee Luxembourg wishes to make the Juncker Commission aware of the opportunities to make the EU Civil Service more attractive for present and would-be EU officials and other servants in Luxembourg<sup>[1]</sup>.

As starting point, the Commission should examine the main general motivating forces that can convince a talented young professional to enter and stay in EU Civil Service:

1. the promise for a lifelong career;
2. in a high-prestige environment both morally and physically;
3. where lifelong professional development, variety and mobility is ensured;
4. and where pension rights will reflect lifelong loyalty at the end of a career.

Examining these crucial drives and understanding why Luxembourgers rarely choose EU Civil Service instead of the national one (<http://www.lesentiel.lu/de/luxemburg/story/beamte-bekommen-pramie-und-mehr-gehalt-23237229?redirect=mobi>), we recommend taking the following points into consideration when drafting the abovementioned Communication and deciding about a renewal of staff and recruitment policy.

#### 1. Lifelong career

A talented professional will enter EU Civil Service - even though as Temporary or Contract Agent - if there is a clear view about the opportunities to stay in an intellectually challenging service for a long time or possibly for their whole career.

For Luxembourg-based EU staff it is always disappointing to see that internal competitions are organised almost purely to keep in service the temporary staff of the outgoing Commission or other temporary projects and to understand that their talents and merits are meaningless for Brussels.

More transparency would also be needed in the first phase of the certification exercise to avoid favouritism and choose candidates who all successfully participate at the preparatory course for the certification exam.

#### 2. Work in a high-prestige environment both morally and physically

## 2.1 Institutions as more respectful employers

Our social situation was significantly deteriorated by the last two Staff Regulations reforms. Different staff categories were created with unequal pay for equal work although the European Commission should apply the principle of the 'same salary for the same job' when distributing tasks among administrators (AD), assistants (AST), assistant-secretaries (AST/SC) and contract agents (CA). This new category of AST/SC was introduced without real differences in their job descriptions and tasks compared to those of assistants<sup>[2]</sup>. The new EPSO strategy to recruit candidates with working experience at AD6/7, respectively AST3 levels shows a good tendency but earlier generations with similar professional background were recruited at AD5 or AST1 levels without prospects to reach career-end grades before retirement.

The present appraisal and promotion/reclassification system at the Commission also radically decreases the attractiveness of Luxembourg as politically important and visible posts are kept in Brussels, moreover this system gives room again to favouritism. For diligent and dedicated civil servants it is a demotivating experience to see that despite their efforts and results they can only be promoted with average speed and they have no opportunity to be rewarded for the extra energies invested in work.

A specific area in Luxembourg is EU childcare where pedagogues have six different types of working contracts for very similar tasks: (1) working contract based on Luxembourgish national law where the Convention collective SAS applies; (2) contract agents in function group III for a limited duration for educators employed by the European Parliament; (3) contract agents in function group II with undetermined contract for educators employed by the European Commission; (4) interims often on long-term basis; (5) employees of a contractual partner of the Institutions and (6) 'freelancers' whose employment may even realise disguised employment in worst cases. Colleagues taking care of our children should be treated by their employers with respect and offered all the best working contracts possible.

In general, we propose that consecutive short-term contracts shall be avoided. The duration of working contracts should be adapted to the nature of the job and in case of permanent tasks, the contract should be open-ended.

For a respectful working atmosphere, there should also be genuine social dialogues between the European Commission and the trade unions and staff associations where the opinion and proposals of staff are taken into account similarly to the German *Mitbestimmung* system. Ignoring staff opinion about openspace offices is an excellent example when saving money overwrites staff health and wellbeing. An outdated and scientifically downgraded office structure will be introduced on the cost of staff that we would like to attract to Luxembourg.

Concerning the ongoing social dialogue about the reform of the Staff Committee, the Luxembourg LSC wishes that the administration understands up to its highest levels that a strong Luxembourg staff representation is basic to make clear that Luxemburg staff is taken seriously by the Brussels-based administration.

## 2.2 Fair financial situation of Luxembourg staff

Purchasing power parity is much lower in the Grand Duchy than in Brussels, especially because of the cost of housing. From a difference of 8.1% at the end of 2015, we reached 11.9% in 2016 before hitting 16% in 2018, and the curve does not seem to bend.

On the top of that, gross salaries of certain contract agents are below the national minimum wages in Luxembourg. Their entry grades should be automatically adjusted above the national minimum wage similarly to the practices at the other Institutions. Social measures introduced by the Commission do not necessarily match the needs of low-salary officials. Keeping in mind the prestige of the European Civil Service, the Commission should offer respectful salaries that are high enough to pay full-price tariffs.

For Luxembourg we must also emphasise that the nationally established poverty line for a four-member family is 4 000 EUR (<http://luxembourg.public.lu/en/actualites/2016/12/27-coutdevie/index.html>) thus recruitment policy should be established in a way that no EU officials or other servants are brought into a humiliating situation where their incomes do not make a decent life possible.

Therefore the Commission should analyse the possibility of the introduction of a housing allowance and a corrective coefficient for Luxembourg without hesitation.

### 2.3 Work-life balance

Contradicting to the principle of a healthy work-life balance, 40-hour working weeks were introduced in 2014 meanwhile civil servants and other employees work less in many Member States (see e.g. Germany, Denmark or Austria). Beyond this, part-time work possibilities are very limited. This is especially striking for staff who can only afford living in the neighbouring countries and have to travel daily up to two-three hours. It also hits colleagues with health problems that make them unable to work full-time and who feel forced to invalidity.

Hindering the creation of a healthy, safe and well-adapted work environment, more and more openspace offices are being introduced for the European Commission staff although it is proven to be non-supportive for effective work or team-building thus savings are made at the wrong edge. Staff opinion is being ignored by OIL during the interior design works of the future JMO II building that will host roughly 3 400 EC staff, out of which almost 1 000 will work in openspace offices.

### 3. Lifelong professional development, variety and mobility in Luxembourg

The Georgieva-Asselborn agreement, signed in early 2015, aimed to strengthen the financial (EIB), legal (EPPO) and digital hubs (DG DIGIT and CONNECT) in Luxembourg through a transfer of posts from Brussels. According to our knowledge, however, it is a challenge to convince EC colleagues to move here as Luxembourg is not a centre of policy-making or legislation but rather of implementation. Until some legislative and policymaking power is delegated to DGs and units present in Luxembourg, our attractiveness will definitely not be strengthened.

Highly educated and competitive staff can only be attracted by a training policy that is flexible and future-oriented enough to map out if the qualifications for certain professions - e.g. translation or proofreading - endangered by technological or economical tendencies make these colleagues ready and capable to follow further trainings and later occupy other posts.

The promotion of mobility and job-shadowing at other services or even in interinstitutional programmes would make the EU Civil Service more attractive and would offer a broad job offer for those who are ready to develop continuously and merge knowledge acquired at different services.

#### 4. Pension rights and social security reflecting lifelong loyalty

Beyond the salaries it is more and more important for candidates what kind of additional social benefits are provided by the employer.

For a better social integration of spouses e.g., the Commission offered free language courses that have disappeared by today. The minor savings reached are not comparable to the attractive force of this kind of benefit that supports the integration of a spouse in the local job market and helps families to a more stable financial status.

Also the sickness insurance scheme offered is not attractive enough. In most EU Member States the health insurance covers the full costs of treatments. In Germany, even in the public sector where public servants are covered for 50% of the full treatment costs by the government, a competitive national market exists to contract with private health insurance companies for additional 50% of the full treatment costs at very competitive rates. Another example is the European Investment Bank where employees are offered privileged health insurance conditions to come to and stay in Luxembourg.

For many highly qualified candidates it is an important criterion how the social security situation of their spouses is ensured. Today the pension to the surviving spouse is 60% of the pension paid to the deceased. It seems that the EU legislator followed national rules in certain Member States where a survivor's pension of 60% may be sufficient as the surviving spouse could also acquire own pension rights. However, the Staff Regulations do not take into account the specific situation of EU officials and their families. In many cases surviving spouses are either citizens of third non-EU countries or did not have the necessary language proficiency to find gainful employment at the working place of the deceased official. Consequently surviving spouses may fully depend on the survivor's pension.

Furthermore, the Commission could significantly improve the social situation of the staff without investing further financial means only by extending the privileges and immunities offered to staff comparable to the rights of diplomats.

#### Conclusions

Regarding that decision-making and power centers are located in Brussels and an assignment in Luxembourg is equivalent to a loss of more than 16% of purchasing

power, it is easy to understand that the Commission services here are facing serious difficulties with recruiting and keeping the right candidates.

We strongly believe that applying the abovementioned ideas, a more respectful and comprehensive recruitment, promotion, career and training policy will significantly increase the attractiveness of the EU Civil Service in Luxembourg.

Luxembourg, 10 November 2018.

Signed by

Annamaria Csordas, President

Patricia Alma, Vice-President

Sorin Cristescu, Vice-President

Yves Orville, Secretary

Emilio Di Meglio, Secretary



PETTEN STAFF COMMITTEE (CLP/LSC)

Petten, 09.11.2018  
CLP2016-2019 1811001

**NOTE TO THE ATTENTION OF MR IACONO**  
**PRESIDENT OF THE CENTRAL STAFF COMMITTEE**

**Subject: Opinion of the JRC-Petten Local Staff Committee on the draft document: "*Shaping the future of Europe: Attracting Retaining and developing the best talents to work in the European Public Administration.*"**

The Trade-Unions have received the referred document, joined by an introductory letter of the Director General of DG HR, following a recent meeting with Commissioner Oettinger dedicated to the attractiveness of the European Public Administration. The document has been circulated within the Central Staff Committee where the delegates have agreed to collect the contributions of the different Local Staff Committees.

Following deliberation of the Central Staff Committee during its plenary meeting n.505 , please find in Annex the opinion of the Local Staff Committee of JRC-Petten on the draft document "*Shaping the future of Europe: Attracting Retaining and developing the best talents to work in the European Public Administration.*"

For LSC/CLP Petten

Giustino Manna  
President

Cc:  
Central Staff Committee



**Annex 1: Opinion of the JRC-Petten Local Staff Committee on the draft document: "Shaping the future of Europe: Attracting Retaining and developing the best talents to work in the European Public Administration."**

**1. General feedback on the draft document of the Commission**

This reflection on the attractiveness of the European Public Administration (EPA) arrives when the Commission "de la dernière chance" is approaching the end of its mandate, a period which has seen in Europe nationalist and far-right parties making significant electoral gains, and the 2019 European elections will give more information on the future shape of Europe.

There are political observers who point out that, in spite of the "terrible decade", which has seen the financial crisis and a major recession, terroristic attacks, the debates around the immigration, the preparation of the Brexit, Europe and its institutions continued to function, among others, implementing policies for its citizens and member States, and ensuring the development of the European law.

All this has been also possible thanks to the daily work of all those who, mainly from a condition of anonymity, have continued to contribute to the European project. Those people make the European Public Administration.

The last decade has seen **coordinated attacks in the media** against the European Public Administration, which became more intense, and with tones more exacerbated, during the period of discussion of the Staff regulations. It is likely that there is no Public Administration which has experienced a similar form of criticism, in most of the cases unjustified. These attacks did not receive a timely and punctual reply from the Institutions, and have impacted on the image of the European Public Administration, and consequently on its attractiveness.

Therefore, as first reflection, **the dignity of the European Public Administration should be defended in the media.**

The proposal on attractiveness should have been **the starting point of the mandate** of the Commission, according to the statement of the document

*"Any organisation is only as good as its people and the EU institutions' ability to deliver depends on the quality of their staff It is therefore crucial that the European public administration, including all EU institutions, agencies and bodies – and in particular, the Commission as the largest among them – can attract the most qualified people from across Europe and keep them motivated to work for the EU throughout their entire career."*

With this conviction, this proposal should have been **a first priority**. Moreover, the issues it describes,

*"The challenges of attracting, retaining and developing highly qualified staff are becoming more and more acute. In recent years, after a period of expansion, the EU's public administration has had to cope with a period of restraint and a need to do more with less in demanding conditions.*

are not new and known since years; and they received warning signals from the Staff representation both at central and local level. To be said that, these challenges, when felt in the major sites of the Institutions, are even more affecting the peripheral sites, because of their dimension and geographical location.

However, although it arrives late, the document on attractiveness of the EPA remains very important and should be **combined with the engagement that the effort to enhance the attractiveness of the European Public Administration should be continued in the following Commission, as matter of priority.**

The proposed document convey alarming messages, as, for example, in **Chapter 2: "The attractiveness of EU careers is declining"**, "...there are also clear signs that it has become less attractive as a place to work."

As recalled by the draft communication, the Staff survey has indicated that "**career and mobility development are key concerns**", and, it is necessary to maintain the Staff motivation and efficiency over the length of their career. The document seems to refer to few conclusions of one survey, whilst it should benefit of the whole rich information which can be extracted from the successive surveys which have been carried out so far, analysing possible trends and reflecting on the missed opportunities in the phase of follow-up implementation.

A reason of concern expressed in the document is that "**Most importantly, the working conditions that the EU public service can offer have deteriorated.**"

The draft Communication refers certainly **to the impact of the two last reforms** (ref. page 5); however, also in this case the analysis seems to be limited to appreciating the cost-saving measures, and the achieved savings.

The Commission of the last chance should have the courage to change this language, and definitely say that **the cost-saving cannot be anymore a dominant logic in the European project**, and a different approach is needed for hopefully changing a declining path which has been shaped since more than a decade.

Shaping the future of Europe is a process which requires a retrospective comprehensive analysis of what has been done, of the impact of two reforms, of the way they have been implemented. Because, besides the market development, the **declining attractiveness and declining working conditions and career perspectives are not only the result of benchmarking with the market: they result from severe measures applied for years to the European Public Service and its Staff, knowing a priori that the route chosen was going to produce gains but with high price for the Institutions, their Staff and Europe.** And it was known a priori that that route was following a short-term sight, whilst in the long-term **it was not sustainable.**

Therefore, a document which aims at giving a new momentum to the European Public Service, in a critical historical moment, cannot follow the same logic of the past, nor set as boundary condition, again that "*these measures will be realised under the principle of budget neutrality: any additional cost will have to be compensated by cost savings (including with efficiency gains).*"

## 2. Valorising the local dimension

The EPA we aimed at is **permanent, competent and independent**, all conditions *sine qua non* for the shaping of the future of Europe. With this perspective, it is out of tune to present as first action "**Make it easier to engage temporary agents**", although we are aware of the role that the scheme of TA, if appropriately managed, can have in reinforcing the link with Member States and the knowledge and networking of their Public Administrations.

Moreover, today it seems that there are different EPAs in different services and in different sites. Effort is needed **to make the European Public Administration "One"**, ensuring that Staff experiences ideally the same, at least similar working conditions and development opportunities, independently from the site of work.

Because development of talents is one of the spelled out aims (as said, included in attractiveness), the offer of development must be the same independently of the site of service. This brings to an overhaul for example, but not only, of **the training policy**, in a way that Staff of the institutions, "In Brussels, Luxembourg and elsewhere" has to have the same working conditions and opportunities.

It is important **to valorise the local dimension, overlooked** by a central and centralistic perspective, which in many occasions brought to the pragmatic but simple approach "*one size fits all*". This is not what we mean by One European Public Administration.

One-size does not fit all, and there are local needs, acute and chronic, which have been not tackled and which cannot be addressed by referring to an anonymous and unidentified "*elsewhere*" we read in the proposed document. That "*elsewhere*" **is not a place with "no-name"**. Elsewhere there are sites with an important share of the Staff of the Institutions, serving the European Project with engagement and motivation.

### 3. Components of Attractiveness

The attractiveness of a site as JRC-Petten has basically two main aspects namely

- (a) the physical work environment associated with the site (buildings, infrastructure/utilities, offices, break areas, gym, canteen, safety & security measures) and its surroundings including living conditions outside the actual work place, such as sufficient choice of affordable housing, ease of reach of the work place and places of living, travel facilities for expats, suitable schooling in the languages of the children, low crime and corruption in the host country, reliable, efficient and effective bureaucracy in the host country and the institutions (employer), etc. and
- (b) the perceived and actual conditions of work including a decent working atmosphere and culture at the site and within the units as well, as the prospect for career development whether inside or outside EU institutions realising that the EU institutions are more and more in competition with other national and international organisations, as well as with the private sector which likewise seeks the skilled labour and is ready to offer attractive pay and work packages.

As to the first point, the JRC has launched a process aiming at achieving a Site Development Plan for all JRC sites, elaborating a vision for the JRC development until 2030. The **Local Staff Committee of JRC-Petten** has organised in agreement and cooperation with the site Management a consultation of the Staff of the site. As outcome of this exercise, the Local Staff Committee has issued a note to the site Director presenting the feedback and proposals of Staff, and the Local Staff Committee view that the ongoing process is an opportunity for bringing all sites ideally to the same level, or at least to similar levels of development, which is the approach expected by a DG which has in its strategy the aim to become **One JRC**.

This consideration can be enlarged to the entire Institution, considering that, in this case, the Commission should be One.

For what concerns the items listed under point a), The Netherlands is a country attractive for expatriation, thanks to its dynamism, quality of life and of its education.

Looking to the items indicated under the second point, point b), site attractiveness has two distinct components: one when considering already recruited staff, the other considering potential future staff; one could say: **attractiveness for insiders and attractiveness for outsiders**.

### 4. Some proposals for Attractiveness

Keeping a site attractive for existing staff requires to build up a safe and predictable work environment including an enjoyable working atmosphere, with a fair and dignified treatment of all staff as well as tasks suitable to the competence and ability of the staff (not to demand the impossible nor to drown staff in low skilled work) which is indeed necessary and demanded; once done, this would be also valued by other colleagues and foremost by the hierarchy openly and in a transparent way. Principally, this approach is contained in the Regulations and implementing rules governing the labour relations but must be applied consistently in all sites and with the required degree of flexibility. It also must be lived by examples of all colleagues and the hierarchy alike.

For the moment **Staff and services are paying for the policy of Staff reduction**, which has created uncertainty and an increase of the workload.

Also, keeping the site attractive, a proper vision of the future of the EU institutions and in our case of the whole of the JRC is outmost required and must be appropriately communicated and openly and transparently implemented to motivate staff, offering them also a carrier perspective. Since pay and work conditions is only one aspect of the

competition for skilled labour, a career perspective and the opportunity to work in an exciting environment with a vision, would contribute to attractiveness and bring the work force to identify itself as being part of the Institution and, in general, of the European Public Administration.

Both tools for **career development** and a commitment **to implement a vision** to which existing and future staff want to contribute are key elements in making the EU Institutions, and in our case sites as JRC-Petten, an attractive employer. This is a key element in a competitive labour market. While a vision must visibly be communicated and must exist not in the documented world of presentations but progressively in reality, career development goes beyond the steps and stages of salary increases. The site and the employer must offer its staff attractive tasks of work and subjects which have a value beyond the EU institutions, and a sense of purpose and perspective, which stems from a shared vision.

Especially, **temporary staff will likely consider whether a job is attractive** also in terms that it provides an experience and added value for jobs to be taken up later in the working life. Particular for an academic and research or technical-oriented person, in general for any specialist in a policy field, the actual subject of work, the prospects to do exciting and new stuff, to publish great findings, to contribute concretely to European policies, to have available and use advanced equipment and to interact with international partners is a source of motivation and attractiveness, and bring talents to consider to remain in or to join the EU institutions, including JRC, rather than to go to a national academic / research organisation or industry.

For temporary staff, reliable working conditions are not be neglected in the attractiveness for any site. Often other organisations in the labour market competing for the same skilled labour whether national academia, industry or international organisations have extensive statutory and/or contractual regimes including collective bargaining agreements for almost all aspects of the working conditions in place.

This is to a very large extent still missing for the EU institutions, for example in the case of non-statutory staff. Increasing the attractiveness of the EU institutions including JRC for such staff means to have a common labour regime as comprehensive as possible and applicable to all sites as far as national laws and EU law allow. It will certainly include either to join collective bargaining agreements or to put in place such agreements negotiated with the relevant European trade unions and professional bodies.

Also, **developments in labour and social law** as well as **good practices** in the Member states, changes made to Union law by the legislator and new interpretations given by the Court to such law and practices should always and timely be considered and where necessary, existing regulations and rules governing the relations of the institutions and staff should be adapted as appropriate not to become less attractive compared to national organisations in the Member States. The observation of such developments shall not give rise to any worsening of working conditions nor to ever justify a race to the bottom; rather it should always benefit staff and aim to improve the functioning of the institutions.

**The attractiveness of the European Public Administration for talents should be monitored and periodically benchmarked with respect to other actors of the market.**

##### 5. What has been done in a site as JRC-Petten

A site as JRC-Petten has its specificities. For the moment, Staff in Petten does not have access to many opportunities and services available to the Staff of major sites of the Commission.

Therefore, the **Local Staff Committee has been a crucial actor** in the years, engaging with Management to support the **attractiveness** of the site, and by proposing to management initiatives aiming, among others, to bring to Petten Staff what already available in other sites.

**Some examples of initiatives proposed by the Local Staff Committee**, or to which the Local Staff Committee contributed are, for example: the reinforcement of the medical service, by **hiring a specialised nurse**; the contracting of **a psychologist**, about two years ago, who is present in Petten half-day a week; the proposal **to enhance the social**

**worker service**, by supporting more families and pensioners; a proposal aiming at **compensating for the absence of a creche** or childminding services; proposals supporting social activities aiming at creating opportunities for socialisation among families and Staff; **team-building initiatives** aiming at bringing Staff of the site more in touch with the services of the Headquarters in Brussels, and with Institutions in Brussels; proposals for **Fit@work**; the proposal to extend to JRC-Petten the participation by VC in events as **Les Conférences du Midi**, organised in sites as Bruxelles, to the point that the Local Staff Committee organised the first connexions VC between JRC-Petten and les Conferencedu Midi.

To this non exhaustive list of initiatives, it is important to add a recent ongoing project, aiming at **supporting spouses and partners of Staff in their search of a job** in The Netherlands, by means of a tailored service. This project aims at tackling another challenge encountered at JRC-Petten, which is the difficulty for achieving not only the social integration of spouses and partners, also the even major challenge to achieve a professional integration, which is a key factor for the well-being and the harmony of the family, and has an impact on attractiveness.

All these initiatives have been implemented with the efforts of years, in dialogue and cooperation with the local Administration, and contributed to the attractiveness of the site and to the working conditions. It is important that they are considered as an acquis, and that support continues to be given by the Administration in the long-term.

The Local Staff Committee is concerned about an administrative approach emerged with the centralisation which tends to dismantle, with the justification of harmonising with sites as Brussels, those practices which have been set up in a site as JRC-Petten, following agreement between Local Staff Representation and the site Management. This approach is not combined with an equal effort of the central Administration to convey to JRC-Petten what is available to Staff working in sites as Brussels; therefore one cannot define the process as truly aiming at "harmonising".

The Local Staff Committee is also working on a proposal to facilitate the access to the site of the retired colleagues, as contribution to the social dimension, for creating opportunities of contact between retired and active Staff, and also considering that-moreover- the retired colleagues need support for certain administrative tasks.

Last but not least, the **European School of Bergen has a crucial impact on site attractiveness**. This school has suffered the application of criteria and approaches which have been conceived thinking to the schools of the biggest sites of the Commission, the "one-size-fits-all" approach.

The Local Staff Committee has pointed out in many occasions and meetings at central level, including the first meeting with Commissioner Oettinger, that a different approach needs to be applied to the schools of remote sites as JRC-Petten, considering the specificities of those schools. It is worth to recall this message, and the need that the educational offer for children of Staff of the Institution has to be ideally the same, or similar, to the one received by children of Staff in the major sites of the Commission.

Considering the important role of the **Parents' Associations**, the Local Staff Committee of JRC-Petten has always encouraged, together with the site Management, candidatures of Staff in occasion of the elections of the Parents' Association Committee of European School Bergen. The Local Staff Committee has been **promotor of an ongoing initiative** aiming at designing an administrative framework aiming at facilitating the engagement of Staff in activities of the Parents' Association, including the Interparents activities, which require missions for attending the meetings of Interparents.



DIRECTORATE-GENERAL

HUMAN RESOURCES AND SECURITY

COMITÉ LOCAL DU PERSONNEL SECTION HORS UNION

Ref. Ares(2018)5930075 - 20/11/2018

Brussels, 14 November 2018

CLPHU (xx) - SV/HC

**NOTE FOR THE ATTENTION OF MR IGNAZIO IACONO  
PRESIDENT OF THE CENTRAL STAFF COMMITTEE**

**Subject: Comments from the CLP HU (Outside the EU Local Section of the Central Staff Committee)**

**Reference : Draft Communication on "Shaping the future of Europe: Attracting, Retaining and Developing the Best Talent to Work in the European Public Administration"**

In reference to the above-mentioned draft Communication, the CLP HU welcomes the concerted effort of the Commission to address current imbalances among staff (gender, age, geographic origin) which are becoming ever more pronounced over time coupled with the pressing need to ensure that the Commission remains an attractive option for high achievers in an increasingly competitive labour market. The Commission therefore aims to recruit highly capable staff in the future and to concurrently retain and develop staff already in the service by offering them challenging careers, enviable working conditions, diverse career paths and the potential to excel and eventually obtain top-tier management positions.

The Commission must continually demonstrate its ability to be a leader in the global political economy and to attract EU citizens that understand how the EU can contribute towards peace and prosperity both within and beyond the boundaries of the EU. EU citizens and recent graduates in particular, are inspired by the desire to obtain results that will contribute towards the long term sustainable growth of the EU and are compatible with the imperative of the global agenda to achieve a reduction in poverty, insecurity and inequalities in developing countries.

Strikingly and in spite of the overriding global context, the proposed draft fails to recognize, elaborate on or maximize the role of EU Delegations as a unique place of work for attracting newcomers and retaining highly qualified staff in service.

Similarly the draft overlooks the pivotal role of Delegations in EU external policy despite the fact that under the draft MFF 2021-2027, it is clear that Delegations will play an augmented and critical role in further deepening the crucial security-development nexus.

*NB. Please send all correspondence to the Secretariat of the "Outside the Union" Section - J70 (bloc C) 01/243 or at the CLP HU email address*

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In this context, the CLP HU believes it is vital within the framework of this Communication to better communicate and maximize the role of EU Delegations and their contribution towards offering an attractive, dynamic and demanding work environment for future recruits and to ensuring that they retain and develop qualified, current staff. Specific attention should be paid to the role of non-permanent posts (Contract Agents, Local Agents, Temporary Agents) who make up 80% of Commission staff in EU Delegations and are conspicuously absent from this draft.

The growing demands placed on EU Delegations have been systematically undermined by the 2014 reform of the Staff Regulations which has undeniably led to a net deterioration in the working conditions of expatriate staff. Combined with an increased workload and a mantra of "do more with less", the work-life balance of staff has suffered considerably and persistent staff dissatisfaction has been evidenced in the declining indicators of successive post 2014 Staff Surveys. It is a known fact that EU Delegations have become less attractive to both Officials (as per rotation data) and non-permanent staff including Contract Agents and Temporary Agents.

To date, we have witnessed a piecemeal approach to the careers of Contract Agents (CAs) in Delegations that offers extremely limited opportunities for career progression primarily via Internal Competitions that are exceptionally accessible to CAs and capped in the SR. Both Trade Unions and the CLP HU raised serious concerns in September over the content of the proposed AD6 Internal Competition which have been thus far totally sidelined by the Administration.

The Junior Professional Program (JPP) is indeed a shrewd initiative that could be applied more widely and adapted to the needs of more experienced EU staff on non-permanent posts, a "Senior Professional Program" so to speak. With over 1000 CAs in Delegation and potentially many more posts to be created under the new MFF there is an urgent need to increase staff motivation and introduce further measures in favour of a true career path for CAs, many of whom already occupy the higher grades in CA FG IV.

The CLP HU calls on the Commission to be more strategic and focused in its approach and to enter into a serious reflection with the CLP HU on how to develop a coherent and consistent approach to human talent management in EU Delegations that are clearly pivotal to the implementation of EU external policy and the spread of EU values.

We believe that the constant pressure to remain budget-neutral perpetrates endless trade-offs that compromise quality and staff motivation. The CLP HU is committed to ensuring that Delegations remain attractive to future EU staff and to ensuring that similar to Officials, current experienced and knowledgeable Contract Agents, are provided with a realistic and attractive career path.

In conclusion, the CLP HU requests herewith that Delegation staff needs pertaining to all staff categories and in particular Contract Agents, be fully embedded in the draft communication. Failure to do so will signify a missed opportunity for which there will certainly be a future cost.

(signed)

Stefano Varriale  
President