

Task Forces "Career Development" and "Gender and Equal Opportunities": Implementation Roadmap

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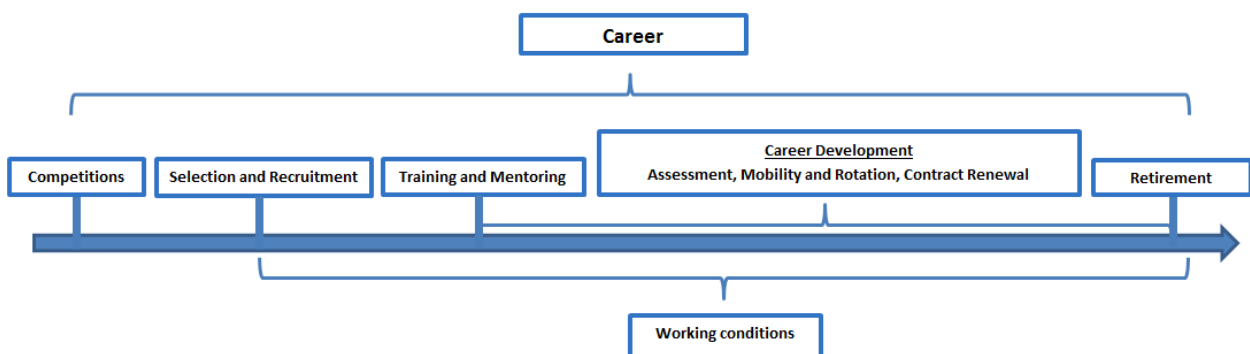
i. Introduction

The EEAS Senior Management welcomed the set of recommendations presented in the final reports of the Task Forces on "Career Development" and "Gender and Equal Opportunities".

Following a thorough analysis of all the recommendations, DG Budget and Administration (BA) prepared an Implementation Roadmap that was discussed, slightly adjusted and endorsed by the EEAS Senior Management. The Roadmap presents a number of overarching objectives that correspond to one or several of the recommendations of the two Task Forces in three different chapters: (ii.) Career and Gender Task Forces: career-related objectives; (iii.) Gender Task Force: other specific objectives; (iv.) Uncovered recommendations.

The first chapter, that covers both Task Forces, presents the overarching objectives in seven categories: 1. Career; 2. Competitions; 3. Selection and Recruitment; 4. Training and Mentoring; 5. Career Development (Assessment, Mobility and Rotation, Contract Renewal); 6. Working conditions; 7. Retirement.

Schematically, these categories can be presented in the following way:



The second chapter covers the remaining Gender Task Force specific objectives while the third one elaborates on the four Career Task Force recommendations that are not covered by the overarching objectives.

EEAS Senior Management also agreed on two short statements that encapsulate the overall objectives of the final implementation of the Roadmap:

The EEAS as an employer should focus on developing clear career paths for the different staff categories in line with their responsibilities, job descriptions and grades. These career paths should go hand in hand with career planning advice and tailor-made training maps.

The EEAS should equally aspire to develop and maintain an open and inclusive working environment that respects diversity, thus reflecting the European values and the present day European society.

Finally, the recruitment of an Equal Opportunities and Career Officer will be of paramount importance for the implementation of the Roadmap. He/she would be part of the EEAS Secretary General's Office (SG) and take care of its follow-up.

ii. Career and Gender Task Forces: career-related objectives

Objectives	Reference to recommendation	Time scale
1. Career		
<p>1.1. The EEAS will determine clear career paths for the different staff categories. The career paths will be developed in direct correlation with the corresponding responsibilities, posts and grades. Based on these career paths, advice on career planning will be provided at regular intervals by line managers during the appraisal process, but not only. In addition, a career advisory service will be established in DG Budget and Administration (BA) in 2018. Career planning, in particular, will include the establishment of individual training maps based on individual career objectives. The EEAS will introduce recommended training for each staff category.</p> <p>1.2. In order to enhance transparency, information about staff issues (such as statistics, professional opportunities, existing imbalances and the relevant rules in the EEAS) will be regularly provided.</p>	<p><u>Career recommendations:</u></p> <p>1. Career paths should be linked to responsibilities, posts and grades with a progression; incorporate diplomatic titles in such exercise.</p> <p>3. Streamline advice for career planning.</p> <p>4. Establish career targets for every official and provide an agreed personalised training plan.</p> <p>33. HR to explore all legal possibilities to harmonise the status of all CAs in the EEAS, notably by establishing 2 career paths: Brussels-based (6 years according to staff regulations, with possibility for inter-institutional mobility) and External Career (possibility to rotate between HQ and DEL at an early stage, indefinite duration contracts in DEL).</p> <p>40. Establish minimum compulsory training and personal development path for each staff category/career option, incl. through working in various HQ services and DELs.</p> <p>50. Increase awareness of staff issues (imbalances, opportunities, and statistics) and rules in the EEAS.</p>	<p>1.1. short-term</p> <p>1.2. short-term</p>
2. Competitions		
<p>2.1. In order to give external candidates access to career opportunities and to allow staff members to further progress in their career, the EEAS will organise, as soon as feasible, internal and external competitions via EPSO, such as:</p> <ul style="list-style-type: none"> • EPSO competitions for junior specialists in international relations, together with the Commission external relation Services; • CAST competitions for EEAS-specific profiles; • EPSO competitions for the AST-SC and AST categories; • Internal competitions for Contract Agents once the current reserve list has been exhausted. 	<p><u>Career recommendations:</u></p> <p>6. Organise regularly EPSO competitions (at least every 3 years) for junior specialists in international relations (AD5 and AD6/AD7 and AST4/AST5), together with the Commission external relations DG's and increase the annual minimum intake.</p> <p>22. Organise AST-AST/SC internal competitions every two years with good planning for availability of posts (incl. giving the opportunity for AST-AC to become AST).</p>	<p>2.1. medium-term</p>

	<p>37. EEAS HR to examine all possibilities to integrate into the service as many laureates from previous internal competitions as possible, and assess how the constraints set by the Staff Regulations – in particular concerning the maximum number of laureates allowed yearly - can be flexibly applied to the EEAS.</p> <p>38. With regard to new CAST competitions, the EEAS should ask EPSO to prepare tests for EEAS- specific profiles such as external relations.</p>	
<p>3. Selection and Recruitment</p>		
<p>3.1. The EEAS commits to ensuring equal treatment and opportunities for candidates in recruitment, mobility and rotation, bearing in mind the specificities of each staff category. To that end, the EEAS will:</p> <ul style="list-style-type: none"> • 3.1.1. Streamline the selection and recruitment process through strengthening selection panels; • 3.1.2. Increase the transparency of the selection and recruitment process through the publication of Contract Agent positions in HQ and DEL; • 3.1.3. Mitigate current imbalances: <ul style="list-style-type: none"> ✓ Across staff categories in HQ and DEL. This will be achieved through an increased number of external publications of middle management and non-management posts and the identification of a target for the number of posts to be made available to non-EEAS candidates. This will contribute to ensuring that Temporary Agents represent at least one third of all EEAS staff at AD level; ✓ Gender – by setting a target of 40% women in management positions – to be reached through a constant yearly increase - and by encouraging increased levels of applications and appointments from the underrepresented gender both at management and new recruitment levels. • 3.1.4. Ensure consistency in applying rules and procedures for selection and recruitment; <i>E.g. publication of posts.</i> 	<p>Career recommendations:</p> <p>11. Establish annually the maximum number of posts available to non-EEAS staff with the aim of ensuring, on the one hand, the statutory balance between Officials and TAs and, on the other, that the number of new colleagues coming from other institutions does not exceed the number of colleagues leaving the EEAS to other institutions.</p> <p>13. Ensure equal treatment and opportunities for all colleagues in recruitment, mobility and rotation, taking into consideration the specificities of each staff category.</p> <p>14. TAs should be integrated in a balanced way, representing at least one third and up to 40% across all (AD) grades and functions.</p> <p>15. With a view to addressing certain current imbalances, aim at (i) more external publications to fill middle management posts, without prejudice to the need to provide adequate and proper opportunities for permanent staff, and at (ii) more opportunities for Officials to access senior management posts.</p> <p>17. Strengthen selection panels by nominating experienced members with the ability to judge merits and track record of candidates; with a composition conducive to ensuring equal opportunities; with increased transparency and feedback. AST/AST-SC staff should participate in panels for AST/AST-SC positions. Consider the participation of Staff Committee representatives in all the proceedings. The advice of panels should guide appointment decisions.</p> <p>20. In publications, incl. for HoDel posts, be consistent</p>	<p>3.1.1. short-term</p> <p>3.1.2. short-term</p> <p>3.1.3. long-term</p> <p>3.1.4. short-term</p>

	<p>over time in the grading assigned for posts.</p> <p>39. CA positions in the EEAS, both in DEL and HQ, should be automatically advertised both inside and outside the institution to allow CAs to apply, the mid-term objective being inter-institutional mobility as an alternative to CA career development within the EEAS.</p> <p><u>Gender recommendations:</u></p> <p>5. Target setting on implementing, monitoring, evaluation and reporting procedures.</p> <p>6. Encourage increased levels of applications by and appointments from the underrepresented gender.</p>	
<p>4. Training and Mentoring</p> <p>4.1. The EEAS commits to developing appropriate and timely induction training for newcomers. The induction training will be complemented by a mentorship programme for staff members in new functions. In order to establish the programme, the EEAS will rely on experienced AD and AST colleagues. The training and mentoring opportunities will cover issues such as career guidance, competencies development and work-life balance.</p> <p>4.2. Likewise, the EEAS will also strive to identify staff suitable for a potential change of function and propose to them that they follow the same path.</p>	<p><u>Career recommendations:</u></p> <p>42. Develop appropriate induction training for new recruits.</p> <p>43. Assign mentors for colleagues in new functions.</p> <p>44. Make use of experienced AD/AST colleagues for mentoring/training young colleagues.</p> <p><u>Gender recommendations:</u></p> <p>7. Create the conditions for sustainable gender balance and sustainable institutional culture shift (through training, mentoring, networking and other development opportunities).</p> <p>11. Leading by example, combined with mentoring.</p> <p>17. Training on respecting work-life balance.</p>	<p>4.1. short-term</p>
<p>5. Career Development (Assessment, Mobility and Rotation, Contract Renewal)</p> <p>5.1. The EEAS is committed to providing better career development prospects for all staff categories and in particular:</p> <ul style="list-style-type: none"> • 5.1.1. Harmonising grading for Temporary Agents and officials where possible; • 5.1.2. Supporting the recognition of the EEAS experience of Temporary Agents in their respective home services; 	<p><u>Career recommendations:</u></p> <p>7. Depending on management responsibilities/size of entity, Deputy HoDiv, WG Chairs, Heads of Section and Heads of Sector (for certified colleagues) work should be recognised as management experience.</p> <p>18. EEAS to encourage MS MFAs to recognise the experience and performance of TAs in the EEAS in career progression/ promotion in home services.</p>	<p>5.1.1. long-term</p> <p>5.1.2. short-term</p> <p>5.1.3. short-term</p>

<ul style="list-style-type: none"> • 5.1.3. Streamlining job descriptions for all staff categories; • 5.1.4. Reviewing the situation of certified staff members; • 5.1.5. Opening leadership positions to Contract Agents Functional Group IV, where appropriate; • 5.1.6. Recognising time spent as Deputy Head of Division, Working Group Chair, Head of Section and Head of Sector positions as management experience subject to certain criteria; • 5.1.7. Recognising involvement in activities, such as mentoring, professional networks and other cross-cutting professional activities for career progression (e.g. participation in selection panels as member or President, etc.). 	<p>19. Equivalence in experience: TAs to be graded at the same level as officials with similar experience; Posting in PermRep equivalent to HQ posting in the case that posting in HQ is prerequisite before DEL posting; prior posting in an Embassy should be taken as equivalent to DEL experience.</p> <p>24. Recognise involvement in various activities (AST network, volunteering, mentoring, in-house training) for AST/AD career progression.</p> <p>26. Review and categorise job descriptions for AST positions to match profiles, experience and skills (IT management, finance, HR, communication, co-desk etc.).</p> <p>28. Review the situation for certified colleagues on a reserve list.</p> <p>36. Give the possibility to CAs in FG IV to become sector team leaders as it is the case in the Commission (DEL/DEVCO).</p>	<p>5.1.4. long-term</p> <p>5.1.5. long-term</p> <p>5.1.6. short-term</p> <p>5.1.7. short-term</p>
<p>5.2. The appraisal exercise should form an integral part of the career development of each EEAS staff member. The EEAS therefore commits to making appraisal compulsory for all categories of statutory staff in line with the respective contractual conditions.</p>	<p><u>Career recommendation:</u></p> <p>34. Include CAs 3b in the annual appraisal exercise.</p>	<p>5.2. short-term</p>
<p>5.3. The EEAS believes in the professional benefits of the mobility and rotation exercises and thus considers that both should be part of a career path. The EEAS therefore strongly encourages mobility and rotation of staff and commits to ensuring that they lead to career development. To that end, the EEAS will explore innovative career possibilities for staff members participating in the two exercises. In order to facilitate posting to DEL, the EEAS intends to widen its pre-posting training offers, subject to available resource.</p> <p>5.3.1. Mobility should also be an integral part of the career development of Contract Agents. The EEAS will ensure greater coordination with the Commission Services on mobility of Contract Agents in DEL.</p>	<p><u>Career recommendations:</u></p> <p>5. Strengthen/create role of Senior Advisors, Chief Negotiators, non-Resident Ambassadors/Special Envoy functions, e.g. for specific regions or crises situations.</p> <p>8. Strongly encourage mobility after 3-5 years, with a certain degree of flexibility; mobility should allow consecutive postings in the same Division; colleagues with highly specialised/technical (including experts) skills should not be forced to move to unrelated areas.</p> <p>9. As a general principle, careers should feature gradually increased responsibilities. Mobility and rotation should not result in downgrading due to lack of available positions or adequate planning.</p>	<p>5.3.1. short-term</p>

<p>5.3.2. In addition to the institutional mobility, the EEAS will increase the opportunities for inter-institutional mobility and re-balance the current trend. The EEAS will therefore seek mobility arrangements with other EU institutions, Member States' diplomatic services and international organisations..</p> <p>5.3.3. The EEAS will carefully examine the possibility of opening (additional) career opportunities in DEL to staff members in the AST/AST-SC categories.</p>	<p>10. Increase possibilities for EEAS staff to move to other institutions; in this respect, draw-up an action plan with other institutions and possibly MS; ensure equivalence of treatment between COM staff joining the EEAS and vice-versa; provide for transfers in the interest of the service and temporary transfers, including secondments to MS MFAs, embassies and Permanent Representations, as well as international organisations (UN bodies, G7/G20 presidencies etc).</p> <p>12. As a long-term goal, rotation should be an integral part of career paths and should be strongly encouraged; In the shorter-term, experience in DEL should not be a precondition for management positions considering the limited possibilities to acquire such experience.</p> <p>23. Introduce AST-SC posts in DEL.</p> <p>25. Allow ASTs to apply for Political Officer posts in DELs provided they have substantial experience as Desks in HQ.</p> <p>27. Identify suitable posts for ASTs returning to HQ - Max 2 postings/min 2 years in DEL for ASTs.</p> <p>29. CA mobility should be implemented with flexibility for CAs working over 10 years in DEL, so as to take into account exceptional circumstances.</p> <p>30. CAs in HQ should be allowed to participate in the mobility exercise as long as they commit to accepting a post in DEL corresponding to their situation. Participation ideally after 3 years in HQ or after 4 years – as officials do.</p> <p>31. EEAS should aim for greater coordination with COM DGs on mobility of CAs in Delegations.</p> <p>41. In cooperation with specialised institutions, universities and MS, widen the training offer on history, culture, diplomacy, political system and language, in addition to customary pre-posting training.</p>	<p>5.3.2. long-term</p> <p>5.3.3. long-term</p>
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<p>5.4. The EEAS remains committed to clear rules for the renewal of contracts of Contract Agents, in line with the revised General Implementing Provisions.</p> <p>5.5. Likewise, the EEAS will clarify the guidelines for the renewal of contracts of Temporary Agents.</p>	<p><u>Career recommendation:</u></p> <p>32. Clear rules and guidelines for the renewal of contracts of CAs to be specified in the coming GIPs – renewal of contracts 1+2+3; 1+5 in case of clearly permanent positions (budget permitting); (non-) renewals of contracts to take place at least 3 months before the expiration of the contract to allow staff to make necessary preparations and arrangements; Exceptions to be duly justified.</p>	<p>5.4. short-term</p>
<p>6. Working Conditions</p>		
<p>6.1. The EEAS as an employer is committed to ensuring that its staff members pursue an adequate work-life balance. To that end, the EEAS encourages the wider use of flexible working arrangements in HQ and in DEL, such as part-time working and teleworking. The EEAS is committed to reviewing the provisions on leave policy for staff posted in EU DEL.</p> <p>6.2. The EEAS will equally foster family friendly policies both in HQ and in DEL. In this respect, the EEAS commits to mitigating the negative repercussions of posting to DEL for the family life of staff members through:</p> <ul style="list-style-type: none"> • Strengthening the double posting policy in DEL in cooperation with the Commission; • Providing support in finding employment opportunities for spouses of staff members posted to DEL; • Reviewing educational allowances when needed and possible, in agreement with the Commission. 	<p><u>Career recommendations:</u></p> <p>46. Facilitate part-time work, teleworking and job-sharing.</p> <p>47. In agreement with the Commission, strengthen double posting policy in Delegations, in ways that would not reduce opportunities for other officials.</p> <p>48. Pursue agreements with MS, international organisations and host countries to offer job opportunities to spouses when serving abroad. Diplomatic efforts should be made with host countries for possible automatic access to work visa for spouses looking for a job in the private sector of the host country; seek similar practical arrangements as those of our Member States with third partner countries. Questions about reciprocity with host countries, the nationality of the spouse and security need to be taken into account in this respect.</p> <p>49. Seek up-to-date information from Delegations on educational costs (incl. pre-school), in addition to independent studies, so as to review allowances in agreement with the Commission.</p> <p><u>Gender:</u></p> <p>10. Adapting working conditions to be in line with Work-Life Balance principles.</p> <p>12. Fostering family-friendly policies, interest and availability of more AD women and AST men for postings in Delegations.</p> <p>13. Adjusting working hours.</p> <p>14. Introducing more flexitime solutions.</p>	<p>6.1. short-term</p> <p>6.2. long-term</p>

	<p>15. Improving teleworking structure.</p> <p>16. Improving parental leave practice and improving and fostering maternity and paternity leave.</p>	
7. Retirement		
<p>7.1. The EEAS commits to increasing the possibilities for early voluntary retirement while creating opportunities for retired staff members to engage in activities, such as recruitment, training and communication, for a limited period.</p>	<p><u>Career recommendation:</u></p> <p>45. Increase possibilities for early voluntary retirement; organise involvement of retired colleagues in activities such as recruitment, training and communication (when cannot be covered by active personnel).</p>	<p>7.1. short-term</p>

iii. Gender Task Force: other specific objectives

Objectives	Reference to recommendation	Time scale
1. Horizontal work stream		
<p>1.1. The implementation of the recommendations will be coordinated by a newly appointed Equal Opportunities and Career Officer (the Officer). The Officer will be supported by a network of volunteering colleagues.</p> <p>1.2. The Officer, together with the network, will ensure regular monitoring, evaluation and reporting. The Officer will directly report to the EEAS Secretary-General and will be part of her Office.</p> <p>1.3. The Officer will continue the work initiated by the Gender Task Force on monitoring existing policies and structures in the other EU institutions and identifying best practices.</p> <p>1.4. With the support of the relevant Services, the Officer will ensure adequate communication to staff on the implementation of the EEAS Gender and Equal Opportunities Strategy.</p>	<p>1. Monitoring, evaluation and reporting</p> <p>2. Surveying to enhance data collection and analysis on diversity and gender aspects of the EEAS workforce to underpin monitoring, evaluation and reporting</p> <p>3. Identify good practices for the further development of the EEAS Gender and Equal Opportunities Strategy</p> <p>4. Communication on the EEAS Gender and Equal Opportunities Strategy, next steps of the implementation, plans etc.</p>	<p>1.1. short-term</p> <p>1.2. short/long-term</p> <p>1.3. short/long-term</p> <p>1.4. short-term</p>
2. Open and inclusive environment, respecting diversity		
<p>2.1. The EEAS is committed to developing and maintaining an open and inclusive working environment that respects diversity, pursuant to the EU legislation and values. To that end, the EEAS will:</p> <ul style="list-style-type: none"> • Ensure equal selection and promotion practices for all minority groups; • Ensure better coherence with the EU anti-discrimination legislation and values; • Offer adequate working environment for disabled staff; • Assist LGBTI staff members in accessing career opportunities in EU DEL. The EEAS will also provide assistance to partners accompanying EEAS staff members, subject to the local legislation of the host country. <p>2.2. The EEAS Mediation Service, together with the network of Confidential Counsellors, will remain the main contact point for hearing cases of gender-based discrimination and harassment and providing independent advice to staff members. They will be also responsible for establishing a mechanism for the reporting of any such occurrences.</p> <p>In cases of persistent problems, the Mediation Service will signal them to the Administration, while respecting their confidentiality, in order to prevent the occurrence of similar cases in the future.</p>	<p>7.2 Create certainty for EEAS staff that any occurrence of gender-based discrimination or harassment by external parties, suffered in the line of duty, is promptly and appropriately addressed by the EEAS.</p> <p>8. A diverse workforce reflecting European society today. Respect for EU anti-discrimination legislation should be ensured, notably for disabled, ethnic minority and LGBTI colleagues, regardless of age.</p> <p>9. An inclusive working culture conscious of unintended bias. Inclusion goes beyond diversity; it implies for staff to feel valued, respected as individuals and at ease in their diversity at the workplace.</p>	<p>2.1. long-term</p> <p>2.2. short-term</p>

iv. Uncovered recommendations

The following **recommendations of the Career Task Force** are not covered by the overarching objectives for the below-mentioned reasons:

2. Screening and grading of all posts as "junior" and "senior" both in HQ and DEL in order to provide positions in line with qualifications and experience.

As an EU body, the EEAS does not have a position-based system; thus the grades of EEAS staff members do not necessarily correspond to the level of responsibility in their work. This is also embedded in the EU institutions' promotion systems. It would therefore not be feasible to grade all the posts as "junior" and "senior" and to align them with qualifications and experience.

16. Where feasible, abolish interviews by distinguishing between internal and external rotation for management posts, as currently done for non-management ones.

The above-mentioned system has been proposed to the Member States in the Human Resources Network. The proposal was however rejected by a majority of the Member States.

21. Coordinate with MS to ensure consistent diplomatic titles, incl. for DCMs.

Ensuring consistent diplomatic titles for staff in DEL in coordination with the Member States is not feasible in the short-term. Currently, the EEAS approach is based on the staff member's grade. However, harmonisation of the title of the number two in a Delegation is currently under consideration.

35. CAs in FGI, FGII and FGIII function groups should be given possibilities to access higher function groups.

Giving Contract Agents functional groups I-III a possibility to automatically access higher functional groups goes against the Staff Regulation and implementing this recommendation would therefore imply a legislative change. Access to higher grades is, however, legally possible through a new recruitment. Eligible candidates can apply for vacant positions in higher grades and can move to higher functional groups after succeeding a selection procedure.