

HUMAN  
RESOURCES  
ANNUAL  
REPORT  
2017



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EEAS BA.HR.1 Human Resources Policy

European External Action Service

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## 2 SUMMARY

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The 4,067 staff members of the European External Action Service, in Headquarters and in 140 EU Delegations around the world, are at the heart of the EEAS Human Resources Directorate. In 2017, the main objectives of the HR Directorate remained the support to and development of staff and resources, with a view to ensuring that the EEAS has the means to carry out its political priorities and to implement the EU Global Strategy.

Ensuring optimal working conditions was a priority for the EEAS through 2017. At the request of the EEAS Secretary General two new task forces were established in the areas of 'Career Development' and 'Gender and Equal Opportunities' responding to the concerns expressed in the 2015-2016 staff survey results. Implementing the recommendations of these two task forces to improve career prospects and gender balance at the EEAS will be a key priority for senior managers in 2018.

Through the new Learning and Development Framework launched in 2017, the overall framework on learning and development was remodelled. The new framework sharpened the focus of the EEAS training offers according to the political priorities of the Service, focused on specific knowledge and skills for staff in HQ and Delegations.

2017 was also marked by several policy developments concerning contract staff, while a number of different career development exercises continued to offer a wide range of career possibilities to staff members. During the course of 2017 continued recruitment of diplomats from EU Member States allowed for maintaining the strong presence of Member States Diplomatic Services in the EEAS.

The year marked a turning point in the HR policy for delegations with the launch of the Annual Review Mechanism of resources and scope of the EU network of Delegations, aiming to align resources with political priorities in a more coherent way. The EEAS expanded its international presence with the opening of the EU Delegation to Mongolia. It was also decided to close the EU Delegation to the Solomon Islands and to temporarily relocate the EU Delegation in Yemen to Amman, Jordan.

In the last five years, the work of the EEAS HR Directorate has become increasingly challenging, following the staff cuts exercise imposed by budgetary authorities upon all EU institutions to reduce 1% of Establishment Plan<sup>1</sup> posts. Nonetheless, with 16 posts cut in 2017, the EEAS successfully contributed a total of 84 posts, while keeping the EU Network of Delegations unaffected, ensuring a strong global presence. The EEAS also sought a more efficient distribution of resources through restructuring at HQ and internal reorganisations within several Directorates.

The Service will face additional challenges in the area of resource allocation in the upcoming years, with a focus on further strengthening resources in Delegations as well as gender balance. The EEAS HR Directorate is committed to continue improving its procedures and policies, maintaining high-quality staff and resources to provide the best possible support to the HR/VP.

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<sup>1</sup> AD/AST posts authorized under the respective annual budgets of EU Institutions

### 3 YEAR IN REVIEW

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Creation of PRISM:  
Prevention of  
Conflicts, Rule of  
Law/SSR  
Integrated  
Approach,  
Stabilisation and  
Mediation Division.

F  
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R  
Y

Launch of the  
Task Forces 'Career  
Development' and  
'Gender and Equal  
Opportunities'.

M  
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C  
H

Launch of the new  
EEAS Learning and  
Development  
Framework  
(LEAD).

A  
P  
R  
I  
L

Launch of the  
2017 evaluation  
exercise for Local  
Agents.

M  
A  
Y

Release of the EEAS  
staff survey results  
with the  
participation of 47%  
of the staff.

J  
U  
N  
E

Completion of the  
work of the two  
Task Forces and  
publication of  
their final reports.

J  
U  
L  
Y

Decision to close  
the EU Delegation  
to the Solomon  
Islands by  
September 2018.

A  
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G  
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T

EU Ambassadors  
Conference for  
Heads of EU  
Delegations, EU  
Missions, EU Special  
Representatives and  
EU Envoys.

S  
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R

Launch of the  
Annual Review  
Mechanism of  
resources and  
scope of the EU  
network of  
Delegations.

O  
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Human Resources  
Network Meeting  
focusing on  
Rotation 2018 and  
the Task Forces  
results.

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Opening of the EU  
Delegation to  
Mongolia.

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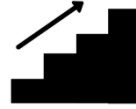
End of the staff  
cuts exercise,  
resulting in 84  
posts contributed  
in 5 years.

## 4 HIGHLIGHTS

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**17** staff members became **managers** for the first time

**3** AST staff members **certified** as ADs

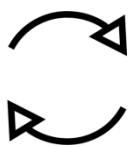


**84%** of staff members **satisfied** with their current job

**53%** of the newly appointed managers were **women**. 5 of them were selected as Heads of Division, 1 as Head of Delegation and 3 as Deputy Heads of Delegation



**2** **Task Forces** launched: 'Career Development' and 'Gender and Equal Opportunities'



**70** staff members were appointed to **new positions** through the Rotation 2017

**48** **Member States** **17** of which on **Diplomats** management posts recruited



**82%** of ADs and **88%** of ASTs who participated in the mobility exercise **got one of their six priorities**



There were **7412** **training** days

**127** **medical repatriations** handled **61%** of which came from Africa



**171** cases **treated** by the Mediation Service

**3** new programmes for **traineeships** in Delegations

**340** Local Agents **promoted**

**3** **appraisal exercises** were carried out at the same time – for officials, temporary agents and contract agents



## 5 EEAS ORGANISATION AND STRUCTURE

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The EEAS continuously streamlines its organisation to respond to political priorities. Following the restructuring of the EEAS headquarters (HQ) in 2015 and 2016, further changes were made in 2017. These were aimed at ensuring a more efficient distribution of tasks, better alignment of structures with political priorities and improved coordination within Managing Directorates.

Following the decision of the High Representative/Vice-President (HR/VP) in December 2016, the merge of the Conflict Prevention, Peacebuilding and Mediation Division and the Crisis Response and Coordination Division took place in January 2017. The new Division called Prevention of Conflicts, Rule of Law/Security Sector Reform, Integrated Approach, Stabilisation and Mediation (PRISM) brought together expertise along all phases of the conflict cycle.

In September, the Horizontal Coordination Division was created as part of a plan to restructure the Directorate General for Budget and Administration (DG BA). This new division was put in charge of the Annual Management Plan, legal support, delegation support, as well as planning, briefing and reporting processes which were previously scattered across DG BA. It will handle requests for administrative assistance from Delegations and will work closely with the EEAS Legal Division, the Court of Auditors and the European Anti-Fraud Office (OLAF) for legal and disciplinary matters affecting the work of DG BA.

In the same month, the HR/VP appointed a Special Envoy of the EU to Afghanistan to advance the EU's contribution to delivering lasting peace and prosperity in Afghanistan and the region.

Within different Directorates, internal reorganisations took place to ensure a more efficient division of tasks. In the Asia Pacific Managing Directorate (MD ASIAPAC) the responsibility for Sri Lanka and Maldives was transferred to the Division for Regional Affairs and South Asia. In the Africa Managing Directorate (MD AFRICA), the responsibility for the Indian Ocean Commission and four Indian Ocean island states (Madagascar, Mauritius, Seychelles, Comoros) was assigned to the Southern Africa and Indian Ocean Division to increase the coherence of the MD AFRICA work on the region of the Indian Ocean.

Similarly, the Ex-Post Control function (EPC) services were transferred from the Inspection Division to the Internal Audit Division to favour a more efficient functioning.

With these structural changes, the EEAS ensured a more efficient distribution of tasks, reflected political priorities and improved coordination within its Managing Directorates.

### 5.1 Resource Allocation

The EEAS, along with other EU Institutions, was obliged to reduce statutory staff by 1% for five consecutive years. By the end of 2017, the EEAS finalised the fifth and the last staff cut exercise. In 2017, 9 Administrator (AD) and 7 Assistant (AST) posts were cut, which added up to the total number of 84 posts that the EEAS contributed to the interinstitutional staff cuts exercise. In 2017 in order to ensure fair reduction of the remaining 16 posts among the different entities, a series of screening exercises were put in place.



In previous years, staff cuts were achieved through reorganisations, mergers of divisions and streamlining support staff. However, the 2017 staff cuts exercise was more challenging due to the accumulative effect of previous, consecutive staff reductions.

*In 2017, 9 Administrator and 7 Assistant posts were cut, which added up to the total number of 84 posts that the EEAS contributed to the staff cuts exercise.*

The conclusions of the Annual Management Plan for HQ enabled management to identify priorities and bilateral meetings between the HR Director and Managing Directors (MD) allowed for a general assessment of how to best share the burden of reducing resources, bearing in mind the priorities.

Despite the successful finalisation of the five staff cuts exercises, the Service will face additional challenges in the area of resource allocation in the coming years. Meanwhile, to further increase the organisational efficiency and obtain a better balance between resources in HQ and Delegations, the EEAS plans to redeploy 20 statutory staff posts per year from HQ to Delegations in 2018 – 2020.

## **5.2 Development of the EU Network of Delegations**

### **5.2.1 Working Group on the Network of Delegations**

The Working Group on the Network of Delegations, created in May 2016 to consolidate the strategic EEAS Human Resources (HR) policy for delegations, finalised its work in 2017. During the reporting period, the Working Group further advanced the policy instruments for the development of the EU Network of Delegations.

The close cooperation of geographic, thematic and HR services in the Working Group represented a step towards changing the management culture in the EEAS HQ vis-à-vis its HR policy for delegations.

The Working Group defined the minimum staffing levels in delegations and carried out preparatory work for the creation of a permanent annual review mechanism of resources and scope of the EU Network of Delegations. These initiatives aimed to develop a more strategic EEAS policy on human resources allocations in delegations and to identify needs for adjustment to the delegations' network in the medium term (up to 3 years).

### **5.2.2 Permanent annual review mechanism of resources and scope of the EU Network of Delegations**

The EEAS Secretary-General endorsed the new permanent annual review mechanism of resources and scope of the EU Network of Delegations to be launched each year in September. It offers a structured approach to the management of the network of Delegations, allowing for strategic planning and more stability and predictability.

To undertake the tasks of the review, a Steering Committee composed of representatives of geographic, thematic and HR services of the EEAS was set up. Commission representatives can be invited to participate, where relevant. Based on the input received from the EEAS services involved, the Steering Committee will, on an annual basis, provide review proposals for resources (staff redeployments within one region and between regions) and the scope of the EU Network of Delegations (e.g. opening and closing of Delegations, setting up of antennas, sub-offices, places of assignment, liaison teams etc.) in the short to medium term (up to 3 years or as relevant).

Whilst offering a more structured approach to the management of the network of delegations, the review mechanism will not exclude decisions taken outside the annual review to meet urgent demands.

*This mechanism constitutes a fundamental change to the EEAS HR policy for delegations, bringing together all relevant actors of the EEAS in order to align resources with political priorities in a more structured and predictable way.*

Proposals will be submitted for endorsement by the Secretary-General for the review of staff resources and for obtaining a decision by the HR/VP as regards the review of the scope of the EU Network of Delegations. Proposals will be implemented directly or included into budgetary negotiations for the following year or the annual rotation exercise. This mechanism constitutes a fundamental change to the EEAS HR policy for delegations, bringing together all relevant actors of the EEAS in order to align resources with political priorities in a more structured and predictable way. The first Annual Review Mechanism was initiated in September 2017 and will be finalised at the beginning of 2018.

### **5.2.3 Closure, opening and relocation of Delegations**

In the reporting period, the EU Network of Delegations underwent various changes. The evacuation in Brussels of the EU Delegation to Yemen since June 2014 was concluded and the delegation was relocated to Jordan in September. This decision was taken in agreement with the Commission and it allowed for the relocation of all expatriate staff of the delegation. With easier access to Yemen from Amman, the relocation laid the basis for a more effective role of the EU Delegation and followed the trend of the international community to place relevant actors in Amman.

On 20 July, the HR/VP announced the closure of the EU Delegation to the Solomon Islands in line with the Commission decision to carry out operational and financial administration for the Solomon Islands from the EU Delegation to Fiji. The EEAS and Commission consequently started preparations for the closure of the Delegation by September 2018, and the relocation of all activities to Fiji.

On the same day, the HR/VP decided to open an EU Delegation to Mongolia to further strengthen cooperation between Mongolia and the European Union. The new Delegation was opened on 2 November with the initial presence of two EEAS and two Commission staff, administratively supported by the EU Delegation to China.

## **5.3 Regional Centre Europe**

As part of the internal reorganisation of the EEAS HQ, the Regional Centre Europe (RCE) was set up in 2015 to provide support and increase efficiency in the administrative management of a number of EU Delegations. In 2017, it was integrated in the Directorate of HR (previously attached to the DG Budget and Administration), maintaining its threefold coverage and expertise in HR, Finance and Procurement.

Since its launch, the RCE focused on designing procedures and processes, establishing contacts with Delegations and clearing workflows and guidelines for efficiently taking over tasks from Delegations.

During the first quarter of 2017, RCE has proved able to evolve and adapt to meet Delegations' different needs and to propose ad hoc solutions to matters often far from its original mandate. Both

staff and hierarchy had the possibility to visit the majority of the Delegations to discuss the implementation of the Pilot Project and to explore where further collaboration could be established. Once sub-delegations and financial circuits were completed, RCE officially started the takeover for HR and finance tasks. Since its creation, the Centre has taken on recurrent payments for more than 10 Delegations, processed around 2400 medical claims, reviewed 17 housing norms, managed 39 salary reviews, and optimised the functioning of payroll for 19 Delegations with Local Agents.

The RCE also performed ad hoc tasks for Delegations who requested particular assistance, such as support in the recruitment and end of contract, establishment of rights for local staff and screening of CVs for new recruitments. In addition, RCE took over, as a pilot project, the rent reimbursement for expat staff, mission's costs for expat staff as well as rest leaves for a small number of Delegations. It has also ensured business continuity/back office tasks for small Delegations such as Rome, Strasbourg and Paris.

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With regard to public procurement, the RCE took over the preparation of all the high value contracts in Delegations (i.e. those above 135,000 Euros), in particular covering security service contracts which represented 70% of the Delegations under the responsibility of the RCE. In addition, a further 22% of the Delegations having high value contracts expiring for services such as cleaning or travel were also managed by the RCE. The RCE prepared around a dozen templates for low and middle value contracts covering a large variety of services which were put at the disposal of all Delegations. In line with its design strategy, the RCE is aiming at exploiting economies of scale by launching a number of regional framework contracts for services such as telecommunications, satellite phone subscriptions, travel agent services and toners for printers.

#### **5.4 Cooperation with the European Commission**

The EEAS and Commission Services cooperate closely to ensure a smooth functioning of the Delegations, notably in relation to resource management of Delegations.

This cooperation is channelled through the EUDEL Steering Committee, composed of representatives from the EEAS (chair), the Secretariat-General of the Commission, and the Directorates-General for Budget (DG BUDG), for Human Resources (DG HR) and for International Cooperation and Development (DG DEVCO). Representatives from other DGs with staff in Delegations may also be invited if concerned. The EUDEL meetings are held on a monthly basis either at Director General, Director or Head of Division/Unit level.

In 2017, one EUDEL meeting was held at senior management (Director General) level and six meetings at working (Director or HoD/HoU) level.

The meetings focused on staff and post-related issues like the interinstitutional mobility of staff and career development in the EU's External Relations area, follow-up of staff surveys and measures to promote staff engagement in EU Delegations and the rights and obligations of staff.

The progress made by the EEAS Working Group on the Network of Delegations, and the mechanism for annual review of staff resources and the opening and closure of Delegations were on the agenda of the meetings. The Commission's contribution to administrative support in Delegations, the 2017

mixed posts exercise and proposals for modernizing the employment conditions of local agents in Delegations and rights and obligations of staff were also discussed.

## 5.5 Cooperation with Member States

In 2017, the HR Network held two meetings chaired by the EEAS HR Director, on 30 March and 26 October. The Network is composed of representatives from HR departments of Member States' Ministries of Foreign Affairs.

The March 2017 agenda included the Rotation 2017 results and preparation of the Rotation 2018. The debate from previous meetings continued on the proposed revision of the selection procedure for Heads and Deputy Heads of Delegation. A working group composed of the EEAS, Italy, Ireland, Denmark and Luxembourg representatives met several times and produced a discussion paper, presented to Member States. The paper focused on four main objectives for which Member States expressed their broad support to:

1. Make the selection procedure more transparent.
2. Aim at greater involvement by Member States.
3. Standardise the approach to the pre-selection stage.
4. Improve the selection stage.

The agenda of the March meeting also included the renewal of Temporary Agent contracts. The EEAS presented a revised text ('Basic Principles') that was supported by Member States, which foresees that Temporary Agents ending their contracts can compete for a second contract. Contrary to the previous system, no guarantees for a second contract will be given any more.

*The EEAS presented the results of the application phase for the Rotation 2018 and highlighted the low number of female applicants, especially for management positions (18.28%).*

The agenda of the October meeting focused on the Rotation 2018 exercise and on the role of the panel members in the selection process. The EEAS presented the results of the application phase for the Rotation 2018 and highlighted the low number of female applicants, especially for management positions (18.28%). The EEAS also presented the results of the Task Force Career Development and expressed interest to enhance cooperation with Member States on diplomatic training programmes, particularly in the area of protocol.

## 6 SELECTION AND RECRUITMENT

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### 6.1 Mobility, Rotation and Publication of posts

The Council decision on the establishment of the EEAS foresees that "the members of the staff of the EEAS are subject to a high degree of mobility". Accordingly, and in line with the practice of EU Member States' diplomatic services, the EEAS carries out annual mobility and rotation exercises for staff both in HQ and Delegations. These exercises offer a wide range of career development possibilities to staff members while also enabling the EEAS to attract suitable candidates from EU Member States diplomatic services.

In the framework of the mobility exercise, administrators (AD) are in principle required to change job after four years in the same post, while assistants (AST) can also participate on a voluntary basis.

Furthermore, this exercise allows for the reintegration of the EEAS staff returning from Delegations. In the 2017 mobility exercise, 71 candidates (45 AD and 26 AST) applied for the 62 AD and 40 AST available posts. As a result of the 2017 mobility exercise, 37 out of 45 ADs (82 %) and 23 out of total 26 ASTs (88 %) got one of their six priorities.

*As a result of the 2017 mobility exercise, 37 out of 45 ADs (82 %) and 23 out of total 26 ASTs (88 %) got one of their six priorities.*

The rotation exercise is guided by similar principles as the mobility exercise, to allow the EEAS staff to develop a mix of competences in various fields and geographic areas, in both headquarters (HQ) and Delegations. In 2017, 140 candidates were appointed: 47 for management positions (25% female), 49 for administrator (non-management) positions (47% female), 29 for Head of Administration (27.6% female) and 15 for the post of Assistant to Head of Delegation (86.6% female). Among the AD appointees, 60% were EEAS staff members, 31% Member States' candidates and 9% from other Institutions.

As for the 2018 rotation, a total of 811 candidates applied for 115 posts, including 27 management posts, 48 AD non-management posts, 26 posts of Head of Administration and 14 as Assistant to Head of Delegation. Regarding gender, 18.3% female applications were received for the AD management posts, 32.2% for AD non-management positions, 48.6% for Heads of Administration and 78.5% for Assistant to Head of Delegation.

Regarding the origin of the candidates for the AD posts in Delegations, 54.8% of the applications for management and 42.1% for non-management positions came from Member States (applications from temporary agents already serving with the EEAS included). 45.2% for management and 57.9% for non-management positions came from the EU institutions (29.4%/32.8% from the EEAS, 13.2%/17.3% from the Commission and 2.5%/7.8% from other EU institutions).

Outside the annual exercises, 179 posts were published individually, 25 of which were management posts. For these posts, published either internally or externally (and thus open to applicants from other Institutions and – for AD positions - Member States), the EEAS received 2521 applications. Overall, the percentage of female applicants decreased (31.7%, as compared to 39% in 2016), but it increased considerably for management posts (23%, as compared to 14% in 2016).

23.6% of the applicants for individually published posts were from the EEAS (incl. temporary agents from Member States), 15.6% were diplomats from Member States and 60.8% from the European Commission, the European Parliament, other EU Institutions and laureates.

### 6.2 Member States Diplomats (Temporary Agents)

In 2017, the contracts of 46 Temporary Agents Member State Diplomats (TA MSD) came to an end, resignations included. At management level, 15 of them returned to their home ministries, following the agreed return rate between the EEAS and the Members States (one third up to one half).

*Through external publications and the Rotation 2017 the EEAS recruited 48 new diplomats from Member States, among them 17 on management posts.*

In early 2017, there were 305 TAs in the EEAS, which represented nearly one third of all AD staff. The number of TAs dropped more than predicted due to some unexpected resignations.

Nonetheless, the high number of returns resulted in a significant number of vacancy notices that gave the opportunity to new diplomats from Member States to join the EEAS. Through external publications and the Rotation 2017 the EEAS recruited 48 new diplomats from Member States, among them 17 on management posts.

At the end of 2017 there were 307 TA MSDs in the EEAS, which represented about 33% in accordance with the statutory target of at least one third of AD staff coming from Member States diplomatic service.

### 6.3 Contract Agents

2017 was marked by several policy developments concerning CAs, notably the launch of the new EPSO Permanent CAST, the adoption of the compulsory mobility and the revision of the rules for EEAS contract agents.

In 2017, contract agents (CA) constituted around 10% of the total EEAS staff with 420 CAs working in the EEAS at the end of 2017 (192 at HQ and 228 in Delegations). The EEAS recruited 79 new CAs, 57 in HQ and 22 in Delegations throughout 2017.

As in previous years, the EEAS contract agents in Delegations had the possibility to participate in the voluntary mobility. 9 colleagues participated in this fourth exercise and were transferred to their new posts in September. Since the participation of CAs in the voluntary mobility was limited, in 2017 the EEAS decided to revise the CAs mobility scheme and launch a compulsory exercise to ensure a more predictable, fair and transparent system.

As from 2018 the mobility for EEAS CAs will be based on similar principles as the Commission’s compulsory scheme, with a normal duration of assignment of 6 years. However, the decision adopted in 2017 foresees some flexibility on the duration of the posting. Early or late mobility will be possible for reasons linked to the interest of the service, the hardship of the post or for personal reasons.

*In 2017 the EEAS decided to revise the CAs mobility scheme and launch a compulsory exercise to ensure a more predictable, fair and transparent system.*

In January 2017, EPSO launched a new CAST PERMANENT in different generalist profiles. This new selection scheme was prepared in close cooperation with the EU institutions, including the EEAS. Under the new system, the EEAS was able to select candidates from an open database and invite them to participate in selection tests. This allowed the EEAS to recruit candidates who fitted the needs of the service both at HQ and in delegations.

Following the adoption of new General Implementing Provisions (GIPs) by the Commission on 1 November 2017, the EEAS decided to apply similar rules to stimulate interinstitutional movements of contract agents between both institutions. New GIPs are expected to enter into force on 1 March 2018. The rules applicable to contract agents were simplified to provide greater flexibility in the employment conditions, notably concerning the selection procedure, classification in the function group, grade, duration and renewal of contracts. New GIPs also included new provisions for contract agents recruited at EEAS HQ: annual appraisals and the possibility of the revision of grading after some years.

		Recruitments and movements of contract agents			
		2014	2015	2016	2017
Newly recruited contract agents	HQ	41	44	51	57
	DEL	15	22	27	22
Movements of contract agents transferred between Delegations		41	22	43	14

Table 1: Recruitments and movements of CAs over the years

## 6.4 Local Agents

The EEAS and the Commission employ over 3000 local agents (LAs) as technical and support staff for all activities in the EU Delegations: from driving to administration, cooperation, economic and political matters.

### 6.4.1 Local Agents management

LAs management is decentralised to the Delegations. The EEAS HR Directorate defines the HR policy and advises the Delegations on legal, financial and social dialogue issues providing daily support on recruitments, contracts, salaries, dismissals and supplementary pension and health insurances. The local agents' chapters of the EU Delegations' Guide is the main source providing instructions to the Delegations.

In 2017, 224 LAs left and 262 new ones joined the Delegations. The average age of the departing staff was 35 years at recruitment and 44 years at departure. The average number of worked years was 9. 8 of those LAs were dismissed: 1 following an economic dismissal procedure, 5 for disciplinary reasons, 1 for long-term incapacity for work and 1 for underperformance.

Thanks to proactive management, Delegations fully used their promotion rights, promoting 340 LAs (124 from the EEAS and 216 from the Commission) out of 2230 eligible candidates and another 46 LAs changed function group by applying to a vacant job.

Following the Salary Method, the salary grids for 121 of the 141 places of employment were revised with a 4.9% average increase, and salary grids for 3 Delegations were converted from USD to EUR.

#### **6.4.2 Medical Insurance Scheme and Provident Fund for Local Agents**

In May 2015, a Joint Decision of the Commission and the HR/VP, on the administrative and financial management of the assets of the Complementary Sickness Insurance Scheme for Local Agents and the Provident Fund was signed. Following the decision, an implementing Service Level Agreement with the Directorate General Economic and Financial Affairs (DG ECFIN) defining the asset management guidelines was adopted in 2016 and implemented in 2017. As a result, 3.5 million euro were paid as severance grant to 147 departing LAs, while the Provident Fund paid out a total of 3.3 million euro to 190 LAs. At the end of the year, the total funds held on behalf of local staff amounted to 73.5 million euro.

The Complementary Sickness Insurance Scheme for Local Agents reimbursed 1.6 million euro to LAs while the reserve stood at 25.8 million euro at the end of 2017. A new IT tool is being developed to allow faster and more precise management of affiliations, prior authorisations and reimbursements. Since 2016, the Regional Centre Europe took over the responsibility for reimbursements of medical expenses from the Delegations within their region with advantages in terms of confidentiality, coherence and better communication with a limited number of interlocutors.

#### **6.4.3 Improving Local Agents' employment conditions**

LAs' conditions of employment are defined by local law, under which they are employed, and by EU Framework Rules, which set minimum standards for all Delegations. In 2017, the EEAS HR Directorate launched an inter-service consultation with the Commission, and consultations with Trade Unions to modernise and improve the Framework Rules and related social security schemes.

### **6.5 Other categories of staff**

Seconded staff, Junior Professionals in Delegations (JPDs) as well as trainees in HQ and Delegations were also part of the EEAS population in 2017 and participated actively in the daily work of the EEAS in HQ and Delegations.

#### **6.5.1 Seconded National Experts**

At the end of 2017, there were 449 SNEs in the EEAS. The majority of the 387 Brussels-based SNEs worked in the crisis management structures, and 214 of those (55%) were seconded 'cost-free', i.e. entirely paid by their Member State (except for mission expenses). In EU Delegations, the majority (77%) of the 62 SNEs were 'cost-free'.

In 2017, the EEAS closely monitored two of the four recommendations on the SNE strategy issued following the internal audit in 2014: the mitigation of conflict of interest and performance. Specific actions are also in place for the other two recommendations, regarding recruitment payments of



SNEs. For instance, in order to limit conflict of interests, leaving SNEs must complete a specific form informing the EEAS of potential risks if they have a new employer. They must also declare possible conflicts of interests concerning spouse activities.

Concerning ethics, SNEs, JPDs and trainees have the same rights and obligations as officials. The EEAS also encourages regular feedback and non-formal dialogues between the line manager and the SNE. Before each request for extension, the Division has to fulfill a specific form with the tasks accomplished by the SNE during the period of secondment and the results to deliver and added value to provide during the extension period.

As the SNEs are a very important category of staff, the EEAS is developing a more coherent HR policy for them. Partnership with Member States is crucial in this area.

### 6.5.2 Junior Professionals in Delegations

The aim of this programme is to enable junior professionals (JPDs) from the Member States to gain experience in EU Delegations. For the third Round 2016-2017, there were 75 JPDs in 66 Delegations: 39 in the EEAS sections and 36 in the European Commission sections. 14 of these positions were funded bilaterally by Member States.



Figure 1: JPDs at the compulsory pre-posting seminar in September

For the fourth Round 2017-2019, the selection process was launched in January 2017 and 41 highly motivated and qualified JPDs were selected for the EEAS (33 financed by the EEAS and 8 by the Member States). In addition, another 37 JPDs had the opportunity to join Delegations on 28 posts financed by the European Commission and 9 posts financed by Member States. In total, 78 JPDs were posted in 64 different Delegations.

In 2017, the EEAS modified the legal basis for the JPDs, taking into account the time needed to adapt to the living conditions in the host country and to reduce the turnover of JPDs. As a result, the maximum duration of the traineeship was extended from 18 months (two periods of nine months) to two years (two periods of one year), in order to increase the fruitful results of the traineeship.

The grant and allowances were also adapted and will be regularly reviewed in the future taking into account the adjustment of the remuneration of officials and other servants of the EU. Furthermore, the EEAS and the Commission decided that JPDs are entitled to maternity leave.

*The duration of the traineeship was extended from 18 months to two years in order to increase the fruitful results of the traineeship.*

The EEAS also launched a second survey in 2017 to identify the difficulties facing JPDs. For the fourth Round, the EEAS considered the feedback on living conditions and security issues to improve the daily life of JPDs. Before their departure, all EEAS JPDs followed an e-learning training session on Security (SAFE) and received a Laissez-passer of the EU to be covered by the Privileges and Immunities of the Vienna Convention of 1968 on Diplomatic Relations.

JPDs in EU Delegations constitute an important asset as they are responsible for a wide range of activities such as political briefings, reporting, analysis, research, organization of events, assisting the Head of Delegation in important meetings, or visiting projects financed by the Commission.

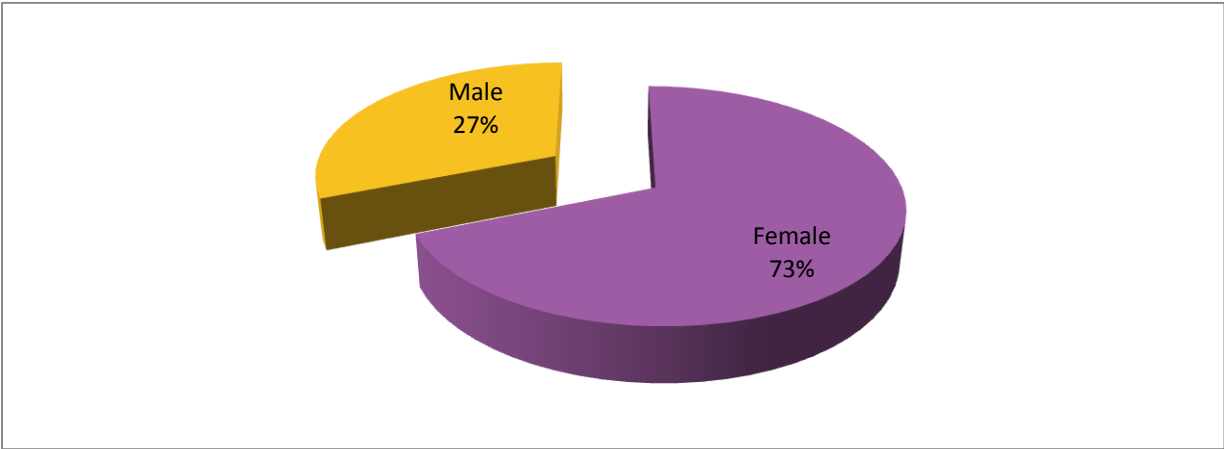


Chart 1: JPDs per gender in 2017 – 2019

**6.5.3 Trainees in Delegations**

Since 2014, the Ombudsman had been looking into the EEAS’ practice of offering unpaid traineeships in Delegations. On 21 September 2017, the Ombudsman issued her decision that traineeships in EU Delegations should be made available to as broad a range of persons as possible - not only to those who can afford it, concluding that the EEAS’ practice of not paying trainees could lead to discrimination for less privileged persons. Therefore, she recommended the EEAS to pay all of its trainees an appropriate allowance. The EEAS accepted and requested funds for 2018 to offer paid traineeships in Delegations. In the meantime, it suspended unpaid traineeships since February 2017.

*The EEAS requested funds for 2018 to offer paid traineeships in Delegations.*

As offering traineeships to young graduates and students had proven to be very valuable, both for the trainees and the EU Delegations, the EEAS decided to keep and restructure its traineeship programme. Consequently, the number of partnerships between Delegations and universities will increase in the near future.

Under the new scheme, traineeships would be offered under three separate programmes:

1. To trainees who will be paid an allowance by the EEAS (provided that the EEAS receives the requested resources from the budgetary authorities) and a specific selection procedure will be established for this purpose.
2. To students, in the context of an agreement with a local university, who undertake a compulsory or recommended training period as part of their course and are already residing in the place of training.
3. To trainees receiving financial support from a university or another public institution but located elsewhere in the world. The EEAS will not pay allowances in the latter two cases.

#### 6.5.4 Blue Book Trainees

As every year, the EEAS welcomed its Blue Book Trainees in March and October 2017, recruited in cooperation with the Traineeship Office of the European Commission, which provides administrative assistance under the Service Level Agreement. In total, 60 remunerated trainees benefited from a 5 month traineeship in the EEAS HQ. Their daily work consisted of researching and compiling documentation, drafting reports and analysis, preparing briefings and answering queries as well as attending and organising meetings, working groups and public hearings.



Figure 2: 2017 Blue Book Trainees at the EEAS

#### 6.5.5 National Experts in Professional Training

The EEAS HR Directorate and the HR Directorate of the Commission manage the recruitment of National Experts on Professional Training (NEPT) coming from public administrations of the EU Member States. The purpose of this professional training is to give NEPTs an insight into the EEAS and Commission's working methods and policies. In 2017, there were seven NEPTs assigned to different EEAS HQ services.

### 6.6 Exchange Programmes

In addition to paid and non-remunerated traineeships for young people and officials, the EEAS also developed different secondment and exchange programmes in cooperation with EU Member States, EU institutions, third countries and international organisations.

#### 6.6.1 Diplomatic training secondment programme

Launched in 2015, this programme targets diplomats from Ministries of Foreign Affairs with up to three years of professional experience in foreign services. In 2017, the programme provided 13 junior diplomats (5 from Germany, 3 from the Netherlands, 2 from the UK, 1 from Slovakia, 1 from Hungary and 1 from Austria) with the opportunity to become more familiar with EU foreign policy and better understand the working methods and decision-making process in the EEAS. All participants were assigned to services in HQ and one was also posted to a Delegation following an assignment in HQ.

#### 6.6.2 Short-term secondment programme with European Parliament

The short-term secondment programme between the European Parliament and the EEAS was relaunched in May 2017 in its fourth year. Eight colleagues from the European Parliament participated in the programme and were assigned to different geographical and horizontal divisions in the EEAS HQ and Delegations, two of them combining both, with assignments in geographical divisions in HQ and postings to the corresponding EU Delegations (Russia, Egypt). The programme gave an opportunity to colleagues to get an insight into their respective priorities and working

methods and to develop closer professional links, thus strengthening ties between the two institutions.

### **6.6.3 Diplomatic Exchange programmes with third countries and international organisations**

The EEAS concluded several Administrative Arrangements with third countries and international organisations with a view to improving mutual knowledge and sharing expertise in sectors of common interest. So far, the EEAS has signed such arrangements with Argentina, Australia, New Zealand, Switzerland, USA, the African Union Commission the Gulf Cooperation Council and the League of Arab States.

Through these arrangements and by hosting diplomats from non-EU countries, the EEAS works on deepening mutual understanding and developing a common diplomatic culture in Europe and beyond its borders. In 2017, the EEAS hosted one diplomat from the US State Department, one diplomat from Australia and two diplomats from the Gulf Cooperation Council.

### **6.6.4 Diplomatic Exchange and Secondment Programme**

The EEAS launches the Diplomatic Exchange and Secondment Programme (DESP) on a yearly basis with the aim to contribute to the creation of a shared diplomatic culture between different actors in EU foreign policy, notably between the EEAS and the Member States.

The DESP takes place between EEAS officials and diplomats from the Ministries of Foreign Affairs of Member States. The secondment period of EEAS staff is two years, which can exceptionally be extended to three. As a general rule, exchanges should be simultaneous, reciprocal and involve officials of an equivalent level. In 2017 one national official worked at the EEAS and three EU officials in national Ministries.

### **6.6.5 Secondment to the Office of the President of the General Assembly of the United Nations**

The EEAS has an administrative arrangement with the office of the President of the UN General Assembly establishing a secondment of an EEAS staff member at the President's office in New York. Since the launch of this agreement in 2012, five officials/TAs have been seconded for one-year contracts.

### **6.6.6 Traineeship programmes with Public Administration Schools**

The EEAS regularly welcomes students and officials for short-term traineeships based on Memorandums of Understanding with two National Schools of Administration: the French École Nationale d'Administration (ENA) and Krajowa Szkoła Administracji Publicznej (KSAP, Polish National School of Public Administration). In 2017, the EEAS hosted five students from ENA (two in HQ, three in Delegations) and six from KSAP (three in HQ, three in Delegations).

## 7 LEARNING & DEVELOPMENT

2017 was a year of a new paradigm for learning and development in the EEAS. The diverse activities and innovative approaches stemmed from the Learning and Development Framework (LEAD) launched in March 2017 reflecting priorities set by the HR/VP and the Secretary-General.

### 7.1 Launch of the new EEAS Learning and Development Framework ('LEAD')



The EEAS presented its new LEAD Framework during the first EEAS Learning and Development Days in March 2017. It signalled a shift in focus on how people learn, putting more emphasis on peer-to-peer, on-the-job and blended learning, making the EEAS learning opportunities more flexible and accessible for colleagues in Delegations. Implementing the Global Strategy from a learning perspective, the new framework sharpened the focus of the EEAS training offers on two key priorities: providing colleagues with the necessary skills and competences for mobility and rotation (diplomatic skills, communication skills and current global challenges) and creating a common people management culture making managers catalysts for learning and change.

Figure 3: LEAD Framework

The Learning and Development Days were also the occasion to launch new initiatives foreseen in the LEAD Framework, such as the EEAS Management College - a learning path for Deputy Heads of Division; a mentoring pilot for women managers; the re-visited Lunch & Learn format; and communities of practice for internal trainers and Deputy Heads of Division. During these 5 Days, some 750 colleagues participated in 15 events with over 50 hours of learning activities offered.

*The new framework sharpened the focus of the EEAS training offers on two key priorities: providing colleagues with the necessary skills and competences for mobility and rotation and creating a common people management culture.*

### 7.2 Putting the LEAD Framework into action

In 2017, the EEAS organised a series of thematic training courses, focusing on the Global Strategy and the priorities set by the HR/VP: the implementation plan of security and defence as well as EU-NATO cooperation, the Western Balkans, and the results of the Global Strategy during the first year since its launch. Building on lessons learned, and in collaboration with the HQ Security and EEAS Security Policy divisions, the EEAS organised training with specific focus on personal security, alert states and practical information on how to react to security threats. People management skills was the centre of several training offers focused on improving management in the EEAS: The 'Manager as a Coach – Develop your Deputy', the 'Management Lab' to address concrete management challenges and the first wave of External Leadership courses to access cutting-edge theory and practice from the best schools worldwide. Several high-level speakers were invited to address key HR issues such as 'Mental Capital at Work', 'Leading Mindfully', or 'Burnout – what does a manager need to know?' In two 'Leadership Orchestra' sessions, EEAS managers learned about clear and supportive communication, the right balance between direction and empowerment, and establishing cohesive teams, by conducting a real orchestra.

Promoting gender equality has also been in the centre of the EEAS objectives in 2017, with events such as 'Creative Ways of Mainstreaming Gender Diplomacy in the EU External Action', 'Women Peace and Security Agenda', and 'Gender in Operations' organised in collaboration with Member States.



Figure 4: EEAS managers during the 'Leadership Orchestra' session

2017 also marked the launch of an induction programme for AD recruits.

With the new EEAS programme for EPSO AD laureates, the participants got to know more about different policies through tailor-made training sessions and special events. This 12-month programme covered several modules with a wide range of topics and skills, including job-shadowing in relevant Delegations.

### 7.3 Learning 2.0: extending the EEAS e-learning offer

The EEAS invested significantly in widening its online offer. E-learning modules on 'Ethics in the EEAS', 'Political Analysis and Reporting' and 'The History of CFSP' have been developed in-house, as well as a series of webinars on Public Diplomacy. The EEAS also extended access to external e-learning in the form of language e-learning and the world-renowned Harvard ManageMentor offering leading online content on management skills.

### 7.4 Learning from and with Member States

EEAS experts were invited to speak and moderate group sessions on strategic communications and digital diplomacy in the context of the European Diplomatic Program. In addition, the EEAS opened several training courses to Member States in 2017, while Member States offered new courses to EEAS staff like 'Safety and Security for Women', 'Risk, Stress and Trauma in Crisis Posts' and 'Protocol'.

*Throughout 2017, the EEAS HR services contributed to the fulfilment of the political priorities of the Service by remodelling the overall framework on learning and development focusing on specific knowledge and skills for staff in HQ and Delegations.*

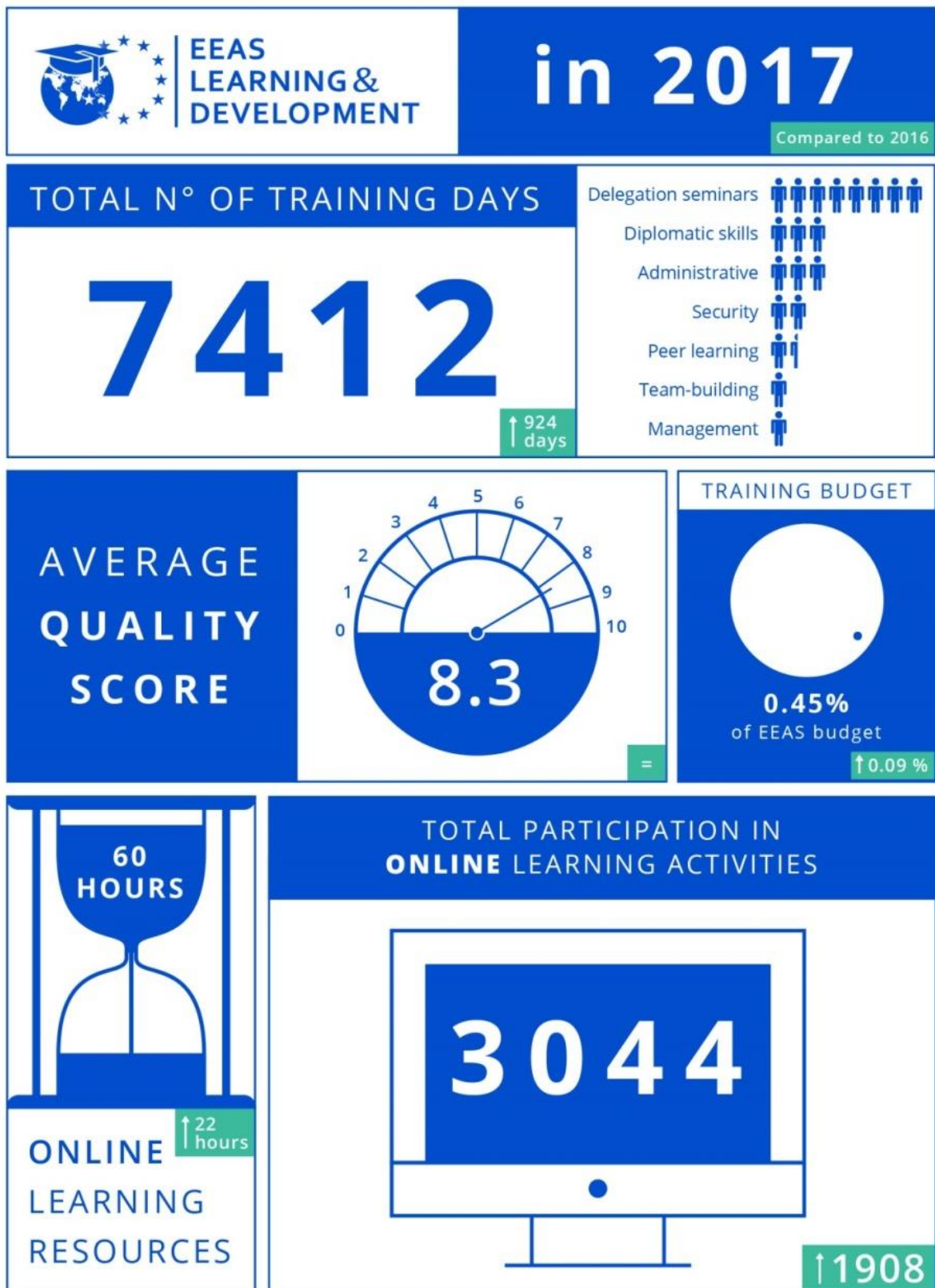


Figure 5: Learning and Development 2017 in a nutshell

## 8 CAREER DEVELOPMENT

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### 8.1 Task forces 'Career Development' and 'Gender and Equal Opportunities'

In February 2017, the EEAS Secretary-General launched two Task Forces: the Task Force on 'Career Development' and the Task Force on 'Gender and Equal Opportunities'. Their creation was to a great extent driven by the 2015 and 2016 Staff Opinion Survey results where EEAS staff members expressed concerns about career development prospects and equal opportunities.

The mandate of the two Task Forces was to take a realistic look and make practical suggestions for policy improvements within existing legal and budgetary constraints. The 'Career Development' Task Force focused on improving career prospects for officials, temporary agents and contract agents in their different categories and function groups. The 'Gender and Equal Opportunities' Task Force focused on developing solutions to enhance equal opportunities and improve gender balance at the EEAS.

*The mandate of the two Task Forces was to take a realistic look and make practical suggestions for policy improvements within existing legal and budgetary constraints.*

The Task Force on 'Career Development' was chaired by the Managing Director for Asia and Pacific and the Task Force on 'Gender and Equal Opportunities' by the Deputy Managing Director for Africa, with the support of Gender Adviser. Over 100 EEAS staff members participated in the work of the two Task Forces as members or alternate members. The Bureau of Heads of Delegation, the Bureau of Heads of Administration, the AST Network and the Staff Committee were also involved.

The work of the two Task Forces was completed in June with the publication of the final reports. The reports identified and analysed existing challenges, and proposed recommendations to address them. The 'Career Development' Task Force elaborated a report with 50 recommendations, and the 'Gender and Equal Opportunities' Task Force a report with 17 objectives and a draft *EEAS Gender and Equal Opportunities Strategy*.

The two reports were presented to Senior Management in July and at the EU Ambassadors' Conference in late August. They are available on the EEAS Intranet, along with additional information about the mandate and the work of the two Task Forces.

Following the publication of the final reports, the Directorate General for Budget and Administration (DG BA) worked on the follow-up to the proposed recommendations and prepared a draft roadmap for implementation with concrete short, medium and long-term recommended actions. In November, the roadmap and the *EEAS Gender and Equal Opportunities Strategy* were adopted by Senior Management.

These recommendations of the two Task Forces were a key priority for the EEAS Secretary-General in 2017, who will ensure that due follow-up is given in the course of 2018.



## 8.2 Appraisal

In an effort to improve the effectiveness of the appraisal process, the EEAS introduced adjustments in 2017. For the first time, the three appraisal exercises – for officials, temporary agents and contract agents with an indefinite contract – were carried out at the same time. Though not a formal requirement, reporting officers were strongly encouraged to also hold a dialogue with staff normally not included in the regular appraisal process, such as contract agents with limited contracts and SNEs. This aimed at promoting an active performance management policy in the EEAS with a strong feedback culture. Furthermore, the EEAS asked all managers, especially senior ones, to coordinate the appraisal process in their departments, to provide guidance to the line management, and to ensure coherence and quality control of staff reports.

*For the first time, the three appraisal exercises – for officials, temporary agents and contract agents with an indefinite contract – were carried out at the same time.*

The existing training offer on performance management for managers was complemented by a training course on the drafting of self-assessments to make appraisal more meaningful. As a result, in 2017 the EEAS placed performance management at the heart of managers' daily tasks.

## 8.3 Promotion/Reclassification

In 2017, the EEAS made further efforts to increase the transparency of the promotion/reclassification processes. Following the Promotion/Reclassification Board meetings, the Director General for Budget and Administration debriefed the working groups. He gave feedback on the discussion and a statistical analysis of the promotion proposals before and after the Board meeting.

## 8.4 Certification

Based on the general provisions for implementing Article 45a of the Staff Regulations on certification adopted at the end of 2016, it was decided to skip the exercise 2016/17 to allow for a more efficient process. The EEAS decided to add up the 2016 and the 2017 possibilities in the subsequent 2017/18 exercise. The latter was launched in December and offered 4 possibilities for certification training. In 2017, three AST colleagues successfully concluded their certification training and can now apply for AD posts.

## 9 WORKING CONDITIONS

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### 9.1 Time Management

#### 9.1.1 Work-life balance for staff in Delegations

Following the commitment taken at the Senior Level EUDEL in spring 2017, the EEAS services developed specific proposals on 'work-life balance' for staff in Delegations. These aimed to increase the number of home leave days, leaves for removals, leaves at the end of career, and flexibility in the use of public holidays.

The EEAS also took forward preparations to implement teleworking in Delegations, with a pilot project planned to start in January 2018 for a period of six months.

The objective of the pilot project is to make the necessary preparations for introducing teleworking across the network: this includes checking IT capacity and preparing the necessary legal basis. EU Delegations in Washington DC, Botswana, Cambodia and FYROM are participating in the exercise.

#### 9.1.2 Leaves and work patterns

In 2017, in the context of the duty of care towards the staff serving in hardship postings, Delegation staff in 56 countries and their families (except for non-family postings) benefitted from at least one rest leave (in comparison to 30 countries in 2013, 47 countries in 2014, 50 countries in 2015 and 54 countries in 2016). Furthermore, 11 Delegations, including Turkey and Venezuela, following the unexpected deterioration of their security conditions - were granted 1 additional rest leave period for exceptional circumstances (in comparison to 6 Delegations in 2016). One Delegation (Burundi) was granted 2 additional rest leave periods for exceptional circumstances (evacuation).

The EEAS continued implementing the Decision adopted in 2016 to grant special leave for administrative procedures and/or for medical examinations to staff members serving in a third country. Since its adoption, 512 requests have been authorised for a total of 595 days of special leave.

Regarding work patterns, in 2017 the EEAS hierarchy authorised the requests from 3 additional Delegations (Jordan, Mauritius and Niger) for derogations to the standard work pattern of 5x8 hours to better adapt to local conditions. This brings the total to 48 Delegations which have authorisation to apply a specific working pattern.

### 9.2 Support to staff in rotation

The EEAS Rotation Sector is responsible for dealing with a number of the main financial entitlements fixed in Annex X to the Staff Regulations, like the removal entitlements for newly recruited staff and HQ-based staff leaving for a post in Delegation, and removal entitlements for Heads of Delegation.

The Rotation Sector also handles the Taking Up Duty (TUD) travel allowance granted to staff posted to and returning from a Delegation. On 8 May 2017, a new Decision on the methodology for establishing the Taking Up Duty (TUD) travel allowance was adopted, centralising the calculation of

all TUD rates at the EEAS HQ with a single methodology. This replaced the previous system in which different methodologies were used depending on the point of departure. Previously, the TUD rates for staff departing from HQ were handled at the EEAS HQ, while those for staff departing from Delegations were calculated by Heads of Administration. The revised methodology ensured equality of treatment between staff regardless of their point of departure and minimised the burden on Heads of Administration, which will continue to execute payments to staff departing from Delegations.

In the framework of the regionalisation of the administrative tasks of Delegations (Pilot Project Europe), the TUD travel, removal and storage files from the 27 Regionalised Delegations are handled at HQ. Over time, it is intended that all Delegations will be concerned by the transfer of these tasks.

The Rotation Sector is also responsible for the payment of the installation allowance to staff members taking up duty in a new posting in Delegation, and the resettlement allowance for staff members leaving the EEAS directly from their Delegation.

The Annual Travel exercise for staff in Delegations resulted in the payment of the annual travel flat rate allowance to all staff in Delegation and their dependents in July.

The figures below give an overview of the files and payments processed by the EEAS Rotation Sector in 2017.

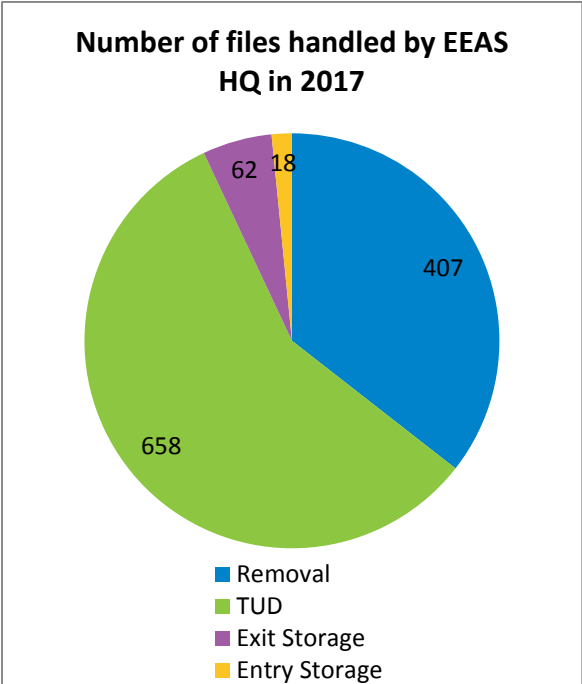


Chart 2: Number of files handled by EEAS H in 2017

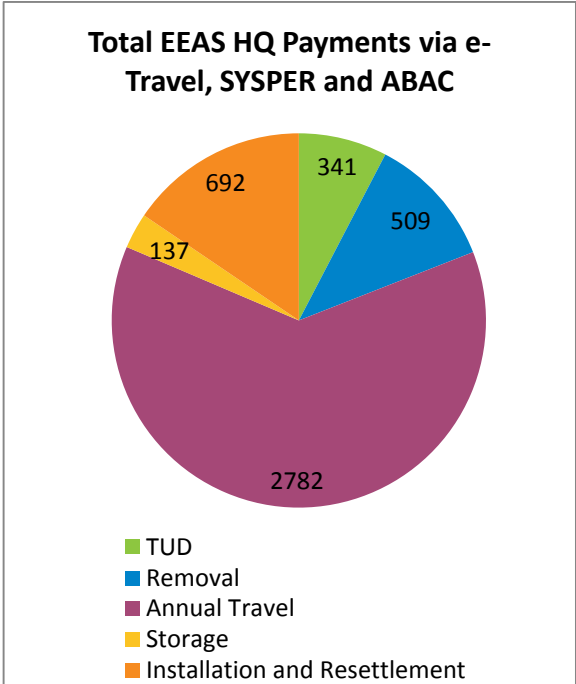


Chart 3: Total EEAS HQ Payments in 2017

## 9.3 Mediation

In 2017 the EEAS Mediation Service treated a record number of cases: 171, representing a 16% increase over 2016. The cases concerned rights and obligations, and conflict at work including psychological and sexual harassment.

The Service ensured that individual cases, which showed greater variety and complexity during the year, received first priority. A particular effort was made to increase prevention measures through seminars and presentations focussing on risks for different populations, including sexual harassment for the higher risks groups. Due to staff shortage resulting from staff on maternity leave, missions were kept to a minimum.

The Confidential Counsellors' network was expanded to 13 trained volunteers who dealt with 11 cases of conflict at work or harassment over the year, compared to 7 in 2016. The network complemented the work of its supervisor, the Mediation Service, by dealing mostly with cases from local and contract agents who might not have been inclined to contact the Mediation Service.

*Figures on harassment were not out of line with international studies, but are still worrying in an organisation with zero tolerance for harassment.*

The 2017 staff satisfaction survey reported that 10.2% of respondents disagreed with the proposition 'I have not experienced harassment in the EEAS' while 6.21% slightly disagreed. These figures on harassment were not out of line with international studies, but are still worrying in an organisation with zero tolerance for harassment. As a well organised public service body, the EEAS should be able to limit problems, but being an international organisation with 140 overseas offices, the EEAS may be subject to more risks.

An unclear management culture and different approaches from staff inadequately integrated into the system could also exacerbate difficulties. More work on the risks and their mitigation would be useful as would a more detailed staff survey on well-being.

## 9.4 Ethics

### 9.4.1 Aim of the EEAS Ethics Policy

The aim of the EEAS ethics policy is to promote the highest standards in terms of independence, integrity, impartiality and objectivity. For instance, permission should be sought before accepting a gift, payment, honour or decoration, before engaging in an outside activity (paid or unpaid), or before publishing a text or giving a speech. It is also required to declare any situation of actual or potential conflict of interest, the gainful employment of the spouse and the intention to engage in an occupational activity after leaving the service.

Various training sessions on ethics were given in 2017: regular welcome sessions for newcomers at HQ, pre-posting sessions for staff leaving to a Delegation, sessions for Regional Security Officers and for Assistants of Heads of Delegations. There is a new online training module available via EU Learn.

### 9.4.2 Activities in 2017

A total of 141 individual requests were treated in 2017:

Type of request	2013	2014	2015	2016	2017
Art. 11: permission to accept honour, decoration, favour, gift or payment	32	15	20	19	14
Art. 11a: declaration of possible conflict of interest	0	2	0	4	0
Art. 12b: outside activity during active service or during CCP	35	41	30	26	16
Art. 11 + 12b: remunerated outside activity	0	5	12	22	15
Art. 13: declaration of gainful employment of spouse	7	23	11	15	9
Art. 15: notification of intention to stand for public office	0	2	1	0	0
Art. 16: occupational activity after leaving the service	32	12	10	6	10
Art. 16: acknowledgement of obligations after leaving the service	30	37	63	74	61
Art. 17: intention to publish a work or give a speech	26	46	32	34	14
Head of Delegation: permission to speak or participate in an event in other country/to visit country of previous accreditation	0	0	0	6	2
<b>Total</b>	<b>162</b>	<b>183</b>	<b>179</b>	<b>206</b>	<b>141</b>

**Table 2: Ethics activities completed in 2017**

Overall, the number of requests has significantly decreased by 32% compared to 2016. 77% of the requests came from HQ staff and 23% from staff in Delegations. Looking at the staff categories, 61% of the requests came from AD staff, 10% from AST staff, 23% from CAs and 6% from SNEs. In the AD and AST categories, two out of three requests came from officials. Most of the requests concerned publications and outside activities while half of the Article 11 requests concerned the acceptance of gifts. The vast majority of the requests were accepted; some of them under certain conditions, while only four were refused and concerned the acceptance of gifts. Particular caution was given to the occupational activities of senior staff after leaving the service.

## 9.5 Medical Assistance

### 9.5.1 Medical Repatriations

In 2017, a total of 163 medical repatriations were requested. Of these, 36 were refused by the Appointing Authority on the basis of the advice received from the EC Medical Service. Most medical repatriations (121) were carried out with a commercial flight (level 2 medical repatriations) and 6 required the intervention of an air ambulance provided by Falck Global Assistance (level 1 – medical repatriations by air ambulance). When looking at the regions, we find that more than half of the medical repatriations came from Africa.

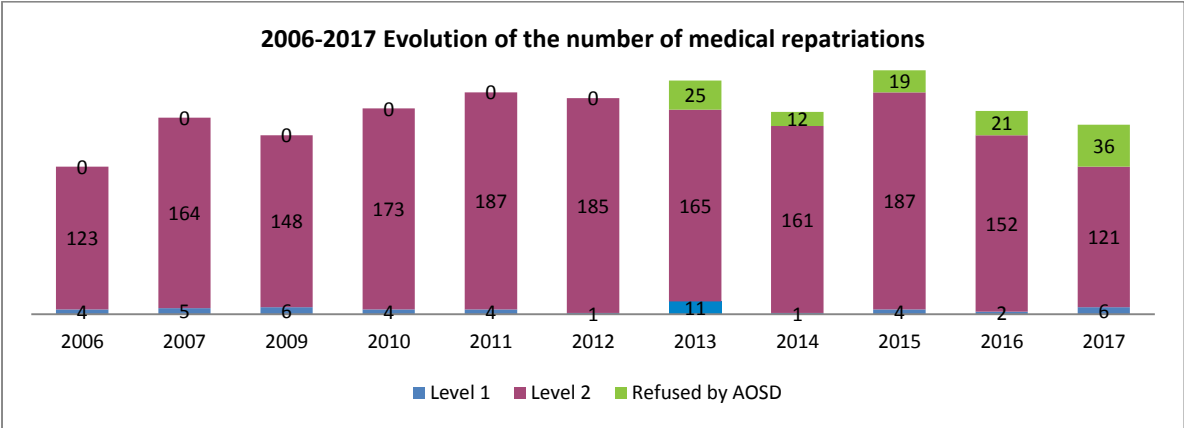


Chart 4: Evolution of medical repatriation

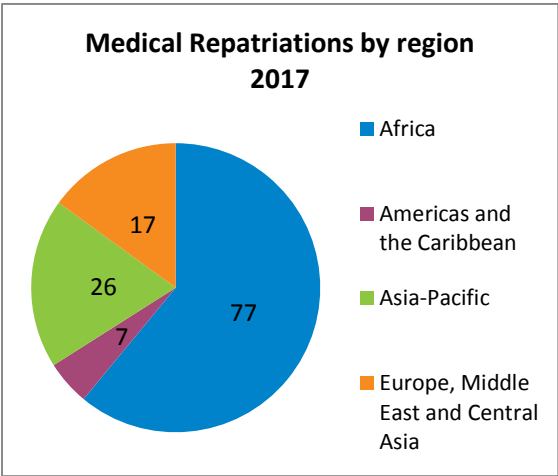


Chart 5: Medical repatriations by region

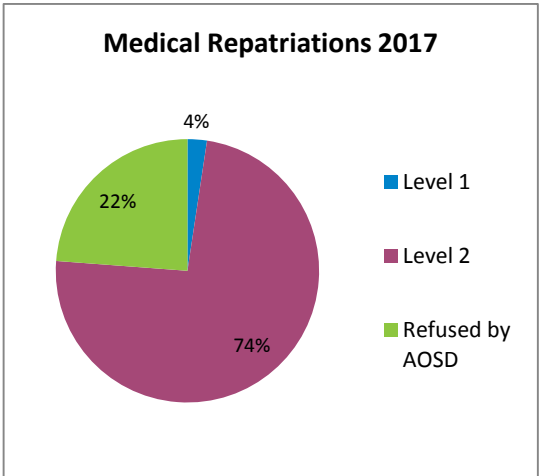


Chart 6: Medical repatriations 2017

As from 1 November 2017, medical advice is provided by the EEAS' doctors instead of the Commission Medical Service. There is no change in the criteria in making the assessment or in the existing legal and administrative basis. Staff in Delegations will continue to receive the same level of support and assistance in the event of a medical emergency.

*When looking at the regions, we find that more than half of the medical repatriations came from Africa.*

The objective for revising the procedure was to allow decisions to be taken on the basis of a more specialised understanding of the specific circumstances faced by colleagues in Delegations, which EEAS medical advisors are in better position to provide.

## 9.5.2 Networking

**EU MFA Medical Services:** The 15<sup>th</sup> Conference of the International Society of Travel Medicine was held in Barcelona from 14-18 May 2017. It was a great opportunity to debate with colleagues from Ministries of Foreign Affairs and to review recent advances and highlights in travel medicine. Among others, the recent emergence of the Zika virus and the problems linked to air pollution were of shared concern among MFA's medical services.

**Interinstitutional Medical Board (IMB):** The IMB is the group of medical representatives of the European Institutions. It offers an opportunity to medical officers of the Institutions and Agencies to meet and discuss under a unique legislative context, governed by national and EU legislation, and by the Staff Regulations. Three annual meetings were held on 3 February in the Council of the European Union, on 9 June in the European Parliament in Luxemburg, and on 29 September in the European Economic and Social Committee in Brussels.

**UN Medical Directors Working Group:** The EEAS has been part of the UN Medical Director's Working Group for several years. In 2017, various medical topics were regularly discussed, giving special attention to the ZIKA epidemics. A meeting was held in Montreux in February 2017.

## 9.5.3 Health risk assessment missions

In the framework of duty of care toward the staff and in order to better understand the medical needs of staff in Delegations, the EEAS doctors visited Southern Pacific Delegations (Australia, Fiji, East Timor, Papua New Guinea) and the one in Afghanistan (Kabul). In Kabul, the EEAS medical cell provided advice on medical facilities available to Delegation staff and made recommendations to the Delegation regarding its preparedness to address medical emergencies. Based on the outcome of the on-the-spot mission as well as the security assessment, the Delegation was requested to implement a medical support plan in close cooperation with HQ, the intent being to establish a more robust and multi-layered approach to ensuring medical support to staff in Kabul.

## 9.5.4 Psychological support

The EEAS medical team ensures psychological support to staff in Delegations, especially in difficult countries. Group debriefings and individual psychological follow-up were offered to staff following critical incidents in 2017 in Kabul, Mali, Burkina Faso and Haiti, of which one was followed by the tragic death of one colleague in Mali.

Considering the deteriorating security and safety situation in Turkey, a local psychiatrist organised 6 informative conferences for staff and dependents to provide psycho-education on trauma, related stress symptoms, protective factors and coping mechanisms. Further to the difficult context of Venezuela in 2017, a local psychiatrist provided a group debriefing for the staff involved. Three local psychologists were also available to provide individual sessions for colleagues who needed it. The two initiatives were set by the Delegations with the support of the EEAS Medical Cell.

## 9.5.5 Training for Delegations

The EEAS medical team participated in various training activities on first aid and medical emergencies for staff in Delegations. Training on stress resilience was given to newly recruited Regional Security

Officers in February and a lunch debate on the prevention of burn-out was organised for Heads of Administration (HoA) in October (Annual HoA seminar).

In addition, three training courses on stress management were organised for Heads of Administration in June (pre-posting for newly recruited staff) and October (Annual HoA seminar).

## 9.6 Security

### 9.6.1 EEAS Security Policy and HQ Security

The main focus of the EEAS Security Policy and HQ Security during 2017 was on improving the handling and protection of sensitive and classified information through the pilot project of safe speech rooms.

More specifically, in the area of protection of classified information, significant progress was made in ensuring that staff who require access to EU classified information are adequately briefed. This was achieved by following a specific e-learning tool developed for this purpose and already completed by 400 staff members since its introduction.

In the area of physical security and security installations, and together with other Institutions, significant progress was made in enhancing the EEAS physical security by obtaining common standards of security and technical interoperability of the EEAS respective access control systems. Technical security advice and recommendations were provided regarding the new EEAS buildings where services currently allocated in the Kortenberg buildings (C115, C150, C158) will be moved. In addition, there were discussions on the security aspects related to the Belgian urbanisation plan for the Schuman area.

*Significant progress was made in enhancing the EEAS physical security by obtaining common standards of security and technical interoperability of the EEAS respective access control systems.*

The capacity to carry out investigations (in HQ and Delegations) and security verifications was strengthened. The inspections by the technical surveillance counter-measures team were performed in Delegations and further expanded in HQ in senior management offices, meeting rooms and secure speech room. Moreover, counter-intelligence briefings in groups or on an individual basis continued to be provided both in HQ and in selected Delegations. The project of secure speech rooms, providing protection against anti-acoustic eavesdropping, was rolled out in selected Delegations and further expanded in HQ.

The security culture was also strengthened through the meetings of the network of Departmental Security Coordinators and the EEAS Security Committee. The EEAS Security Rules were updated and the Security of Information Agreement with Moldova was finalised.

### 9.6.2 Field Security

As in previous years, the EEAS continued to provide security advice, solutions and equipment to staff in Delegations and to develop field security strategy, training and awareness.

In the course of 2017 there was a focus on staff development as part of a move from security awareness to a security culture. Four Security Management Team (SMT) training events provided SMT members with a full oversight of their roles and of the support available at HQ and field level to accomplish them. In addition, two targeted SMT training events were held for 36 Heads of



Delegations immediately after their annual conference. The EEAS also supported colleagues to undertake security training online, which resulted in more than 90% of expatriate staff in Delegations following the relevant security e-learning courses which helped them prepare for potential security incidents.

The 'Travel Clearance Application' (TCA) procedure was extended to staff from EEAS HQ going on missions to countries requiring TCA clearance. This promoted coherence in the management of staff security at HQ and field levels.

### 9.6.3 Enhancing the EEAS security resources

In 2017, the EEAS consolidated its support to the Security Management Teams (SMT) in Delegations with the recruitment, training and deployment of additional 20 Regional Security Officers (RSOs) and four RSO floaters available to intervene from HQ. This resulted in more security advice available to staff members in Delegations. In addition, a new 'Delegation Security Handbook' was drafted in 2017 to allow a fully coherent approach to the management of security in Delegations once adopted and implemented.

Progress with the establishment of an 'IT security portal' to provide more information to managers in a more timely way on the security profile of any Delegation and its staff members advanced with improvements in the 'ESDAP' (EEAS Security in Delegations Application) IT application.

The EEAS also signed a Service Level Agreement with the European Parliament facilitating future cooperation on security matters for official Parliament missions to high and critical threat level countries.

In addition, due to the extra funds for security made available by the Budgetary Authority, the EEAS:

- a) Completed the purchase of an additional 15 armoured vehicles (AV), including 7 destined for three evacuated Delegations: Central African Republic, South Sudan and Burundi. These additional vehicles improved their security situation, allowing a higher number of expatriate staff to be present. The EEAS continues to renew the AV fleet withdrawing or repairing older AVs, and has trained 20 staff members to drive the AVs.
- b) Built-up its radio communications capacity with the establishment of a new framework contract and the installation or renewal of three new radios networks and conducting preliminary technical assessment missions for nine Delegations.
- c) Reconstituted its stock of personal protective equipment (PPE), including bullet proof vests and helmets, to respond to demands from Delegations as needs arise.

## 9.7 Infrastructure

The aim of the EEAS Infrastructure Policy is to provide a cost-effective, environment friendly and adequately equipped working environment for the staff placed under the responsibility of the EEAS at HQ and in Delegations. The effective management of buildings contributes to better functioning of the Service, engaged in the pursuit of the EU's foreign policy objectives.

For HQ, the year was marked by the negotiated procedure implemented for the lease of a newly identified building, intended to replace the Kortenbergh buildings for all the Common Security and

Defence Policy (CSDP) departments by the end of 2020. A new prospection of the local market was launched in mid-2017 to find 1000 to 4500 m<sup>2</sup> extra office space in Brussels for a short term lease, as a temporary replacement for some buildings whose lease contract expires in the following years.

With regards to the EU Delegations, several building projects related to new rentals, construction, renovations and purchases continued to develop in 2017, while other projects were successfully finalised. That was the case of the purchase of offices for the relocation of staff to safer and better working environments (Nepal & Colombia), the purchase of the currently occupied residence in New Zealand and the relocation to new offices in Dominican Republic, Kazakhstan, Korea and Swaziland.

The EEAS also continued to actively promote co-location. EU Member States and other EU Bodies have shown a growing interest in being hosted within the premises of EU Delegations. In 2017, 14 new co-location Arrangements were signed, with Estonia, Ireland, Frontex and EASO among the co-location partners. In addition, two letters of intent were signed with Hungary and Germany for potential co-location projects in Brazil and Ghana, respectively.

*The building policy must consider the challenges resulting from terrorist threats, political instability and the effects of the migration crisis and ensure that Delegation personnel are provided with safe and secure office spaces and accommodations.*

2017 was a year of many achievements in the area of EEAS infrastructure. However, it was also a year of increasing security instability in various regions. Consequently, the building policy must consider the challenges resulting from terrorist threats, political instability and the effects of the migration crisis and ensure that the Delegation personnel is provided with safe and secure office spaces and accommodations. The EEAS is committed to implement the recommendation of the Court of Auditors following its Special Report No 7/2016 on 'The European External Action Service's management of its buildings'. In this context, the EEAS requested additional human resources in the framework of the 2018 Budget procedure to address these challenges.

### 9.8 Staff Opinion Survey

The objective of the Staff Opinion Survey, first introduced in 2015, is to collect information from staff members about their perceptions of the EEAS as a workplace in order to identify trends, monitor evolutions and anticipate and address possible challenges. It is an important management tool with the capacity to enhance the quality and effectiveness of management at the EEAS.

In 2017, the EEAS conducted its third consecutive Staff Survey with a response rate of 47%, which represents a 4 percentage point increase compared to 2016. Participation was 21 percentage points higher in HQ (59%) than in Delegations (38%). The participation rate by staff category was as follows: Contract Agents Functional Group IV – 55%; Officials AST and AST/SC – 54%; Contract Agents Functional Groups I-III – 52%; Temporary Agents AD – 46% and Seconded National Experts civil and military – 45%. Female staff members had a higher response rate than male staff members – 49% and 46% respectively.

*The results demonstrated a high level of staff engagement – 77%, 4 percentage points higher than in 2016.*

The results demonstrated a high level of staff engagement – 77%, which is 4 percentage points higher than in 2016. Staff engagement in Delegations was 2 percentage points higher than in HQ – 78% and 76% respectively. All staff categories showed a good level of staff engagement with slight variations – Officials AD – 78%; Seconded National Experts civil – 77%; Local Agents Functional Group I – 76%; Officials AST and AST/SC and Local Agents Functional Groups II-VI – 75%; Temporary Agents AST and Contract Agents Functional Groups I-III – 74%. Male staff members demonstrated 4 percentage points higher level of engagement than female staff members – 79% and 75% respectively.

*The overall conclusion of the 2017 Staff Opinion Survey was that staff members consider the EEAS an attractive work place (81%), are satisfied with their current job (84%) and consider that it matches their skills (86%).*

The overall conclusion of the 2017 Staff Opinion Survey was that staff members consider the EEAS an attractive work place (81%), are satisfied with their current job (84%) and consider that it matches their skills (86%). Staff members are willing to make an extra effort when required (97%) and when it comes to relationships between colleagues, 92% of them evaluates them positively. The results also showed that staff has a clear understanding of the EEAS's purpose (88%) and of what is expected of them at work (87%).

However, the Staff Survey also highlighted areas where EEAS staff members would like to see an improvement. The results demonstrated a certain degree of dissatisfaction with the existing career opportunities. Only 42% of the respondents feel motivated by the career opportunities that the EEAS offers and only 38% are satisfied with the relations between performance at work and career progression. Staff members also expressed dissatisfaction with certain aspects of management at the EEAS, such as the capacity of line managers to deal effectively with poor performance (38%). Although the provided training opportunities got a noticeably higher appreciation compared to last year, only 35% agree that there has been an improvement in the training offers. 38% of EEAS staff noticed improvement in the EEAS organisation.

Overall, the 2017 results follow the general trends identified in the 2015 and 2016 Staff Surveys, maintaining the high level of staff engagement and demonstrating a good appreciation of the EEAS as a workplace. Nevertheless, they also indicated where there is room for improvement. In June, an Analytical Report was published with an in-depth analysis of the main findings and specific recommendations. EEAS Senior Managers demonstrated a strong interest in this report.

*Staff members also expressed dissatisfaction with certain aspects of management at the EEAS, such as the capacity of line managers to deal effectively with poor performance (38%).*

In July, the EEAS initiated a round of presentations to Managing Directorates, Directorates and Divisions. The objective of the exercise was to acquaint EEAS staff members with their Managing-Directorate specific results and to trigger an EEAS-wide discussion about possible short-, medium- and long-term follow-up actions.

## 10 SOCIAL DIALOGUE

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Following the December 2016 elections, the newly elected Staff Committee took office in February 2017. Elections resulted in twenty full members and twenty alternates appointed from HQ and Delegations.

Based on the percentage of votes obtained during the last elections and in compliance with the Framework Agreement, the EEAS conferred the status of representative Trade Unions or Staff Associations (TUSAs) to four Trade Unions: Union Syndicale, Plus, The Union, and the NEAR grouping. This inaugurated a new season of social dialogue consultations on a variety of topics such as the planning of the 2018 mobility exercise for contract agents, the decision on types of posts and post titles, or the new General Implementing Provisions (GIPs) on contract agents.

In June, the EEAS Administration received formal notification that two of the components of the NEAR grouping, namely R&D and SFE, jointly and simultaneously withdrew. As a consequence, NEAR was no longer considered a representative TUSA grouping at the EEAS. The three remaining Trade Unions maintained their representativeness within the EEAS and kept participating in social dialogue meetings with the Administration.

In 2017, the EEAS also decided to modernise and improve the rules setting minimum conditions of employment for local agents in Delegations, which had not been updated in over 27 years. The Commission and the EEAS engaged in joint consultations with Trade Unions on the three draft decisions for joint adoption by the Commission and the HR/VP on the conditions of employment of local staff, medical cover, and pension benefits. The administrative concertation demonstrated the efficiency of the interinstitutional social dialogue between the Commission and the EEAS and the importance of cooperation among all social dialogue actors involved.

The changes experienced in 2017 confirmed that EEAS social dialogue maintained a pivotal role. The different actors are committed to promoting mutual respect, the exchange of information, and constructive dialogue, and to protecting and representing the interests of the EEAS staff.

## 11 INFORMATION SYSTEMS

Human Resources (HR) activities are supported by several applications shared with the European Commission (i.e. SYSPER, EU Learn, MIPS), or built and maintained by the EEAS Information Technology Division (i.e. Portal HR-DELEGATION, e-MOBILITY, e-RIGHTS, etc.).

### 11.1 IT Governance

For the Information Systems section, the major challenge in 2017 was to ensure the further development and the effective support of applications supporting HR processes. This is particularly important in a context of scarce skilled human resources and high demand for evolution of existing applications and development of new ones.

The new IT governance implemented since 2016 based on Business Domain Steering Committee has proven to be a very effective tool to improve the communication with business stakeholders and decision-making on priorities in such a difficult context. In this respect, three sessions of Business Domain Steering Committee meetings (BDSC), gathering HR business stakeholders and IT experts, were organised in 2017 to discuss the situation of ongoing projects, potential evolutions, new requirements, and the prioritisation of demands.

EEAS HR Applications	Short description	Business (Sub)Domain
e-DEL-HRM <sup>(*)</sup>	EU Delegations Local Staff HR and Payroll Management	Human Resources processes in Delegations
e-TIM	EU Delegations Local Staff Time Management	
e-VAL <sup>(*)</sup>	EU Delegations Local Staff Appraisal and Promotion Management	
EXTERNAL SERVICE DIRECTORY <sup>(*)</sup>	EU Delegations' Staff Directory	
HR-DELEGATION <sup>(*)</sup>	EU Delegations Local Staff Management - gradually replacing e-Del-HRM	
e-APPLICATION <sup>(*)</sup>	Candidate On-line Application platform for EEAS Vacancy	Human Resources processes in HQ
e-LCA <sup>(*)</sup>	EU Delegations' Living Condition indexes Management	
e-MOBILITY@DEVCO <sup>(*)</sup>	DEVCO Rotation Mobility Exercise Management	
e-MOBILITY@EEAS <sup>(*)</sup>	EEAS Internal & External Mobility Exercises Management	
e-RIGHTS (Certificates) <sup>(*)</sup>	EEAS Specific HR Certificates on-line Generation	
e-TRAVEL <sup>(*)</sup>	Take-up Duty and Yearly Travel Allowances Management	
PAY4SNE	SNE and JPD monthly Allowances/Payslips Management	
EEAS LEARNING & DEVELOPMENT PLATFORM	Specific EEAS e-Learning Learning Management System	Training Management
SECURITY e-LEARNINGS	Security trainings and certifications Learning Management System	
HR Applications shared with the Commission	Short description	
SYSPER	EEAS Centrally Recruited Staff Human Resources Management	
EU LEARN	Interinstitutional e-Learning Management System	
NAP	EEAS Centrally Recruited Staff Payroll System	
(*) ColdFusion Technology		

Table 3: HR Portfolio of applications: 14 EEAS applications and 3 applications shared with the EC

## 11.2 Activities conducted in 2017 in support HR processes

In 2017, a total of 2326 man days of intra-muros experts were spent to maintain, enhance and develop applications to support HR business processes. This represented 16% of the activities of the Information Systems' Section in support of all business domains:

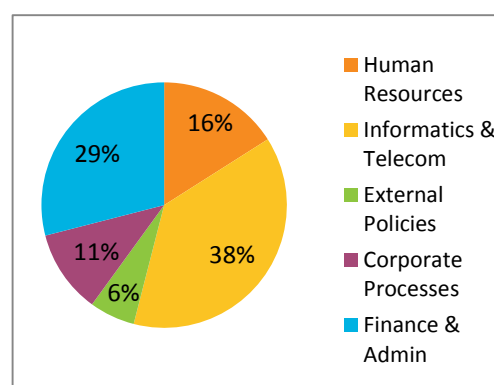


Chart 7: Activities of Information Systems Section

In 2017, 78% of the activities in support of HR processes were conducted for EU Delegations. Significant efforts were delivered to advance work on the HR-DELEGATION<sup>2</sup> portal, especially on the CSISLA-RECAMAL<sup>3</sup> and Job Management modules<sup>4</sup>. Dry-runs to test stability and conformity of application used in yearly administrative exercises (e.g. e-VAL, e-LCA, e-DAS) were conducted in close coordination with relevant businesses colleagues prior to launching each exercise.

Finally, a specific action plan was set-up to enhance the coverage and support provided to EU Delegations' Administrative Sections on the usage of e-TIM (Local Agents' presence and absence management) and PAYROLL (Local Agents' Payslip management).

## 11.3 Further development of the support strategy

Significant efforts were made to improve user-adoption of the TOGETHER collaborative Platform as the main communication channel to gain assistance on EEAS built applications and/or to participate in the evolution of existing and new EEAS applications. All EEAS and European Commission staff posted in EU Delegations were automatically enrolled in the collaborative platform and had access to all its functionalities, improving their collaborative work from anywhere, at any time, and from any device. The platform, based on Jive Enterprise Social Network software, was also extensively used by HR stakeholders and IT experts to support HR applications.

Information System	%
HR-DELEGATION	31.09%
e-TIM	29.29%
e-DEL-HRM	13.25%
e-MOBILITY@DEVCO	7.24%
e-VAL	5.05%
e-RIGHTS (Certificates)	2.80%
e-TRAVEL	2.37%
e-MOBILITY@EEAS	2.12%
SECURITY e-LEARNINGS	1.92%
e-LCA	1.72%
PAY4SNE	1.22%
EU LEARN	1.15%
e-APPLICATION	0.64%
INFORMATION SYSTEM ACADEMY (ISA)	0.07%
EEAS LEARNING & DEVELOPMENT PLATFORM	0.06%
e-APPRAISAL	0.01%
EXTERNAL SERVICE DIRECTORY	0.01%
	100.00%

Table 4: Distribution of activities per application

Information System	Posts in Together	%
e-TIM	599	32.98%
e-Del-HRM	415	22.85%
Security e-Learning	241	13.27%
HR-DELEGATION	186	10.24%
e-MOBILITY@EEAS	124	6.83%
e-VAL	56	3.08%
e-LCA	54	2.97%
PAY4SNE	46	2.53%
e-RIGHTS (Certificates)	33	1.82%
e-TRAVEL	24	1.32%
EEAS LEARNING & DEVELOPMENT	24	1.32%
e-MOBILITY@DEVCO	6	0.33%
e-APPRAISAL	4	0.22%
EXTERNAL DIRECTORY	3	0.17%
e-TRAVEL TUD	1	0.06%
<b>Total</b>	<b>1816</b>	<b>100.00%</b>

Table 5: Number of issues handled in TOGETHER

<sup>2</sup> HR business processes management of staff recruited locally in EU Delegations. This new portal replaces gradually the existing e-Del-HRM gradually phased-out due to its technological obsolescence

<sup>3</sup> CSISLA-RECAMAL supports the affiliation of beneficiaries to the Local Agents Sickness Insurance and the pharmaceuticals DB

<sup>4</sup> Job Management module allows to qualify Jobs in EU Delegations and generate automated Organization Charts

## 12 EEAS STAFF FIGURES

At the end of 2017, 4,067<sup>5</sup> professionals, including statutory as well as external staff, were working for the EEAS in headquarters (HQ) and 140 Delegations (DEL).

Local Agents were the largest group of staff with 1,056 people working in Delegations, followed by 935 AD staff, 630 AST/AST-SCs and 420 Contract Agents. The EEAS staff also comprised 449 Seconded National Experts (SNEs), 65 trainees, 41 Junior Professionals in Delegations, and 471 service providers. The number of trainees sharply decreased from the previous year (230) due to the Ombudsman decision against unpaid traineeships in Delegations.

The work of the EU Delegations was also supported by 3,616 Commission staff deployed to Delegations around the world. The map below shows the distribution of EEAS and Commission staff in EU Delegations by region.

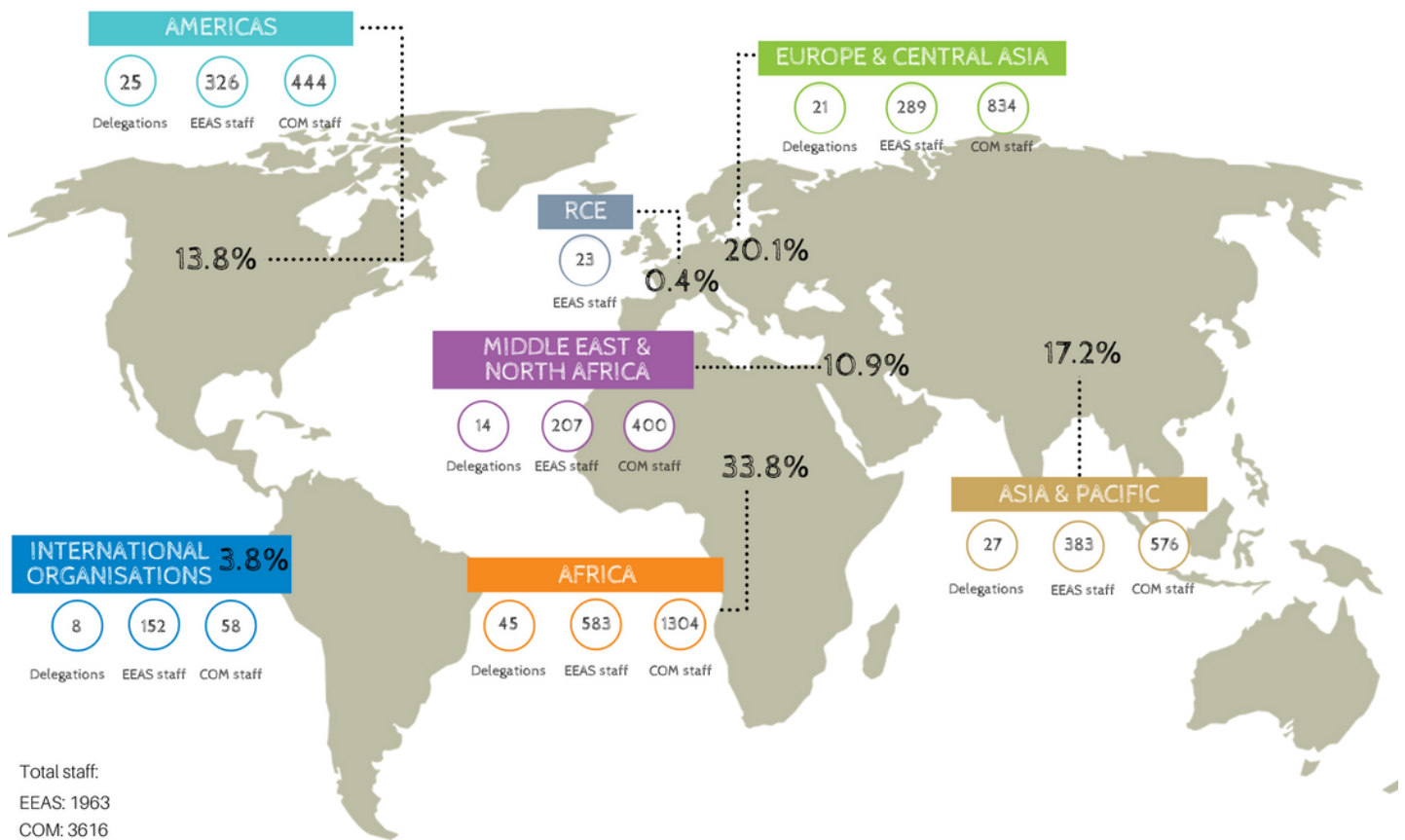


Figure 6: Staff distribution in EU Delegations and International Organisations

<sup>5</sup> The source of all statistics in this chapter is HR Reporting Tool on 31 December 2017. As of 2017, there was a change in the EEAS reporting tools, shifting from COMREF, used in previous years, to the HR Reporting tool, currently the main reporting tool used for staff related statistics.

## 12.1 EEAS population 2017

EEAS		HQ Occupied	DELEGATIONS Occupied	TOTAL EEAS
AD	AD Officials	385	236	621
	AD TA MS Diplomats	148	159	307
	AD Temporary Agents Others	6	1	7
	<b>Total AD</b>	<b>539</b>	<b>396</b>	<b>935</b>
AST AST/SC	AST Officials	408	180	588
	AST Temporary Agents	6	-	6
	AST/SC Officials	32	-	32
	AST/SC Temporary Agents	4	-	4
	<b>Total AST, AST/SC</b>	<b>450</b>	<b>180</b>	<b>630</b>
<b>Total Establishment Plan Posts (TDE)</b>		<b>989</b>	<b>576</b>	<b>1,565</b>
CA	GF IV	60	64	124
	GF III	49	75	124
	GF II	53	88	141
	GF I	30	1	31
	<b>Total Contract Agents</b>	<b>192</b>	<b>228</b>	<b>420</b>
LA	1		178	178
	2		222	222
	3		287	287
	4		151	151
	5		218	218
	6		-	-
	<b>Total Local Agents</b>		<b>1,056</b>	<b>1,056</b>
<b>Total Statutory Staff (Officials, TA, CA, LA)</b>		<b>1,181</b>	<b>1,860</b>	<b>3,041</b>
STG	Total Stagiaires	39	26	65
JPD	Junior Professional in Delegation	-	41	41
SNE	Seconded National Experts	387	62	449
<b>Total EEAS Staff (Officials, TA, CA, LA, STG, JPD, SNE)</b>		<b>1,607</b>	<b>1,989</b>	<b>3,596</b>
PRE	Prestataire de Service	383	1	384
IND	Interim staff	-	87	87
<b>Total External Staff</b>		<b>383</b>	<b>88</b>	<b>471</b>
<b>TOTAL</b>		<b>1,990</b>	<b>2,077</b>	<b>4,067</b>

Table 6: EEAS Population on 31 December 2017



## 12.2 Distribution of staff by category

### 12.2.1 Officials and Temporary Agents

Officials and Temporary Agents are either Administrators (AD) or Assistants (AST or AST/SC). The following chart depicts the number of AD, AST and AST/SC staff since 2011, compared to the total number permitted by the Establishment Plan (TDE), which has been decreasing due to mandatory staff cuts completed in 2017.

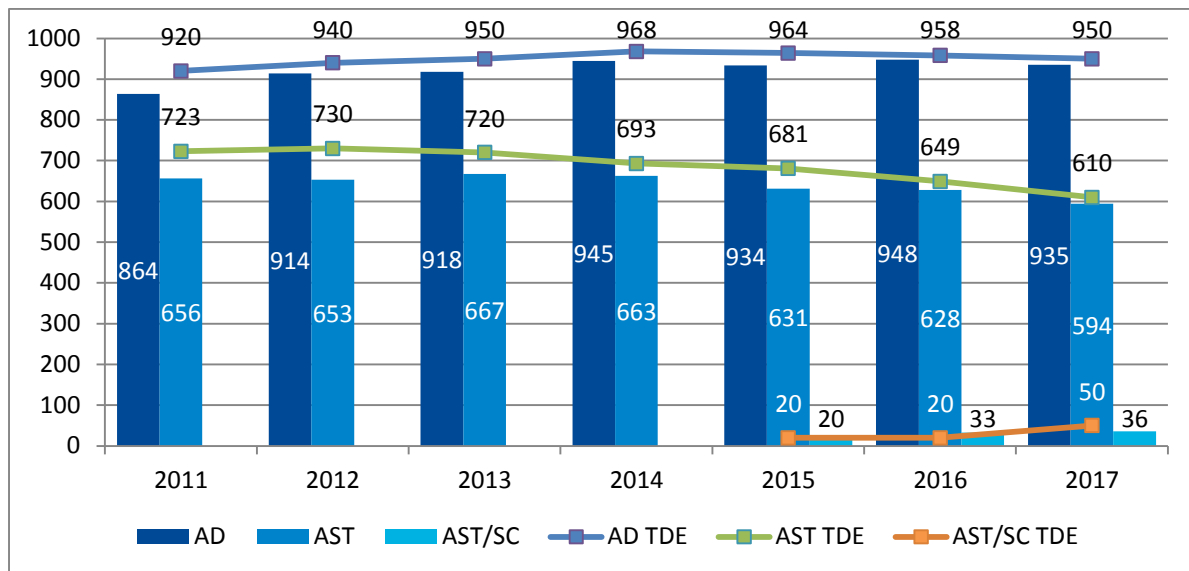


Chart 8: Officials and Temporary Agents: occupied posts vs TDE since 2011

### 12.2.2 AD Staff

935 AD staff members were working in the EEAS at the end of 2017, 58% of them in HQ. The majority of AD staff members (51%) were concentrated in the grades between AD12 and AD14.

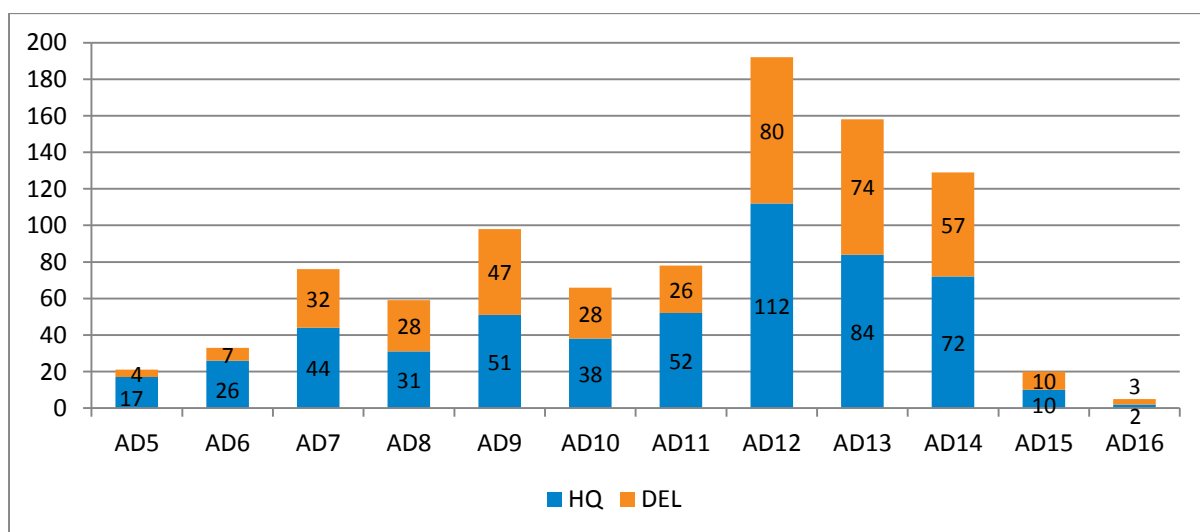


Chart 9: Distribution of EEAS AD staff by grade

### AD Staff: Member State Diplomats

32.83% of EEAS AD staff were diplomats from Member States, which was in line with the Article 6(9) of the Council Decision establishing the EEAS (2010/427). This represents a slight increase from 2016 (31.64%). The proportion of diplomats from Member States in Delegations remained constant at 17%, whereas their presence in HQ rose by one percent up to 16%.

	HQ	DEL	TOTAL EEAS
AD Officials	385	236	<b>621</b>
AD Temporary Agents Member States Diplomats	148	159	<b>307</b>
AD Temporary Agents Others	6	1	<b>7</b>
<b>Total AD</b>	<b>539</b>	<b>396</b>	<b>935</b>
<b>% of Member State Diplomats within ADs</b>	<b>27.46%</b>	<b>40.15%</b>	<b>32.83%</b>

Table 7: MSD in HQ & DEL in proportion with all AD staff

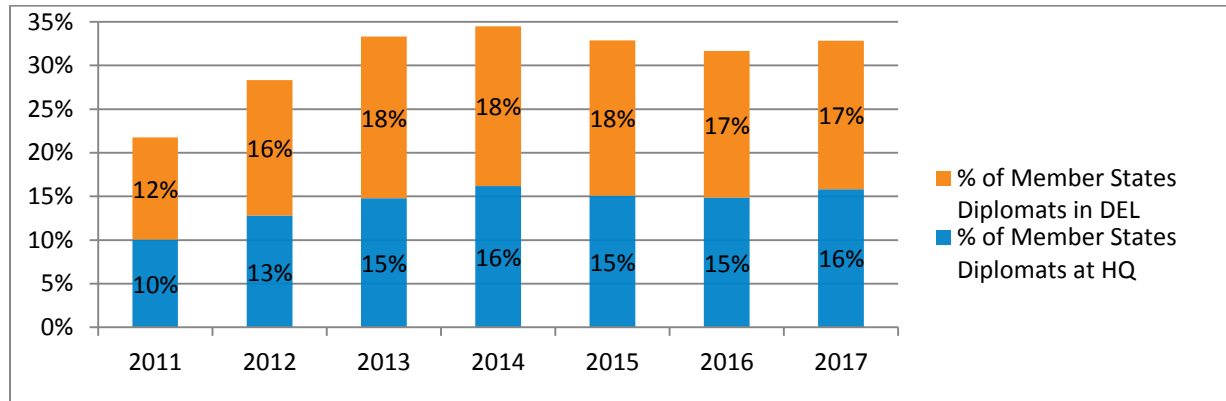


Chart 10: Evolution of MSD in HQ & DEL since 2011

### 12.2.3 AST Staff

At the end of 2017, there were 630 AST & AST/SC Staff members working in the EEAS. Nearly three quarters of them (71%), including all AST/SC staff members, were based in HQ. The majority of AST staff were concentrated in the grades between AST3 and AST7 (68%).

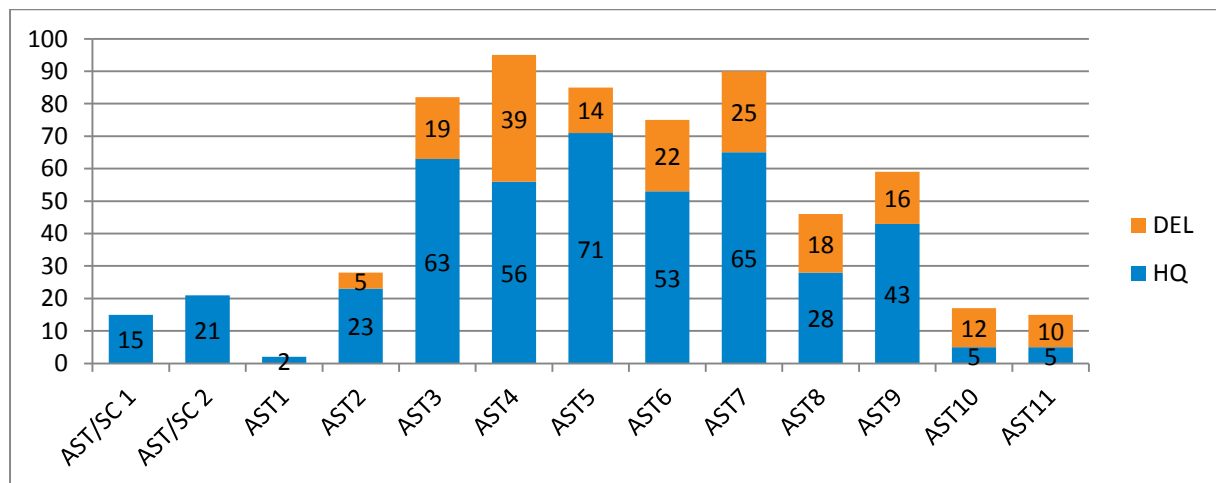


Chart 11: AST staff by grade in HQ & DEL

### 12.2.4 Contract Agents

In 2017, the number of contract agents increased slightly, notably in the function group IV category. Following the approval from the Budgetary Authority, additional CA posts were created to reinforce security in delegations (RSOs) and the strategic communication division. Nonetheless, the largest category continued to be function group II, equivalent to secretary level.

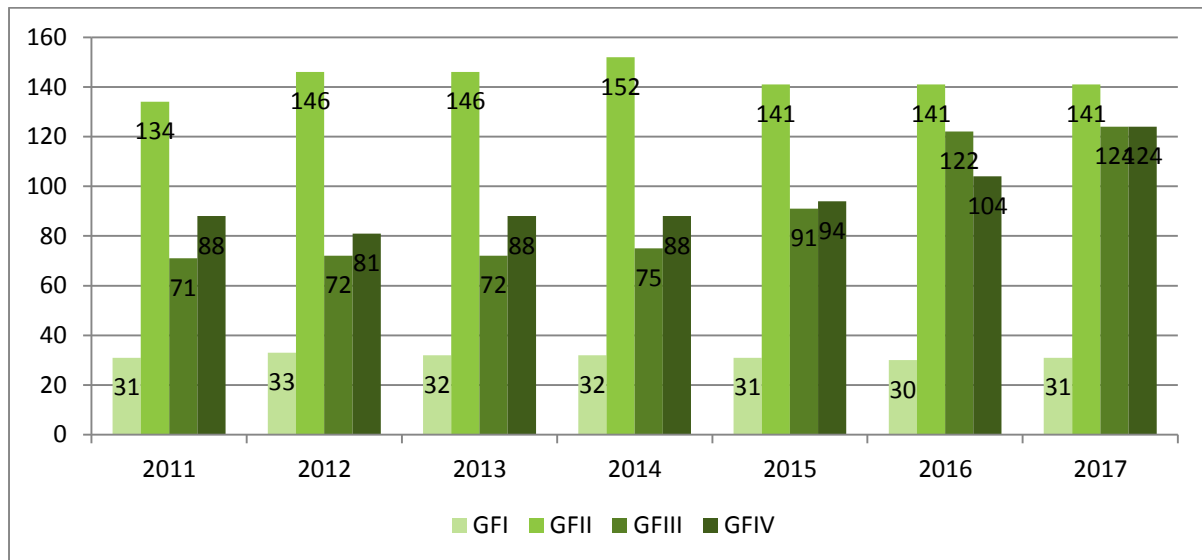


Chart 12: Evolution of Contract Agents by function group

### 12.2.5 Seconded National Experts

86% of the SNEs that were working at the EEAS at the end of 2017 were based in HQ. Compared to 2016, SNEs in HQ increased by 9 while in Delegations they decreased by 5.

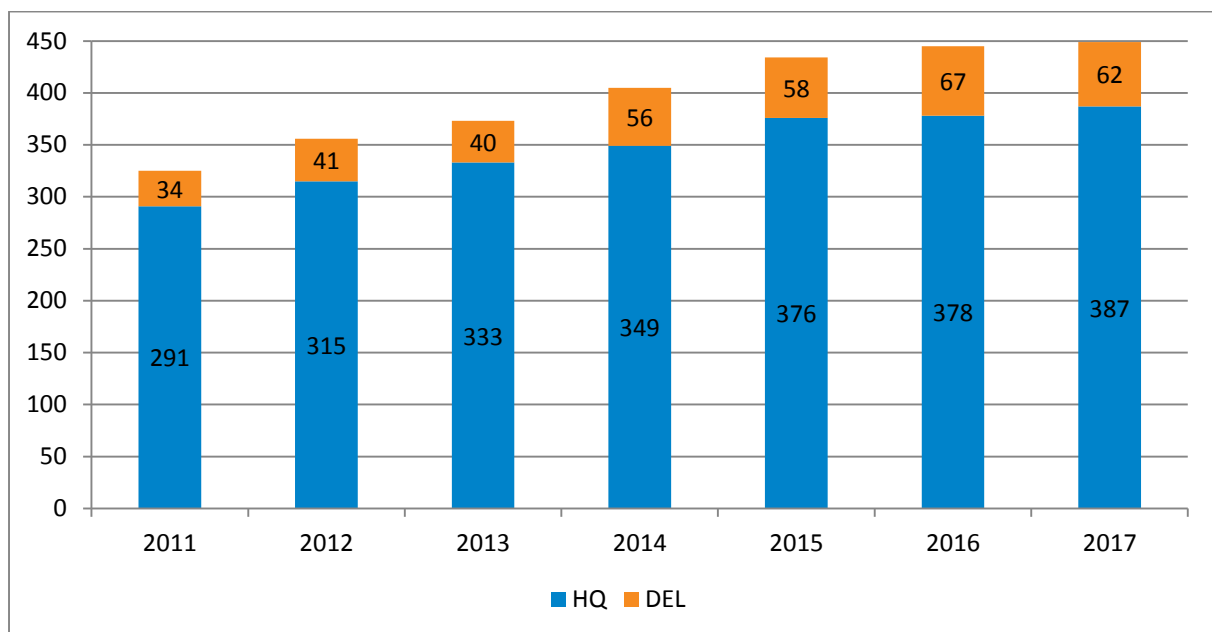


Chart 13: Seconded National Experts in HQ & DEL since 2011

### 12.3 Distribution of staff by gender

At the end of 2017, the overall gender distribution was nearly equal, with 49.6% of EEAS staff being women. However, imbalances existed in the numbers per category and grade. In December 2017, only a third (33%) of AD staff were women. At the same time, women held the majority of AST-AST/SC (67%), Contract Agent (60%) positions and Local Agent (54%) positions. When looking at Seconded National Experts, women held less than one quarter of posts (23%).



Chart 14: Evolution of staff categories by gender

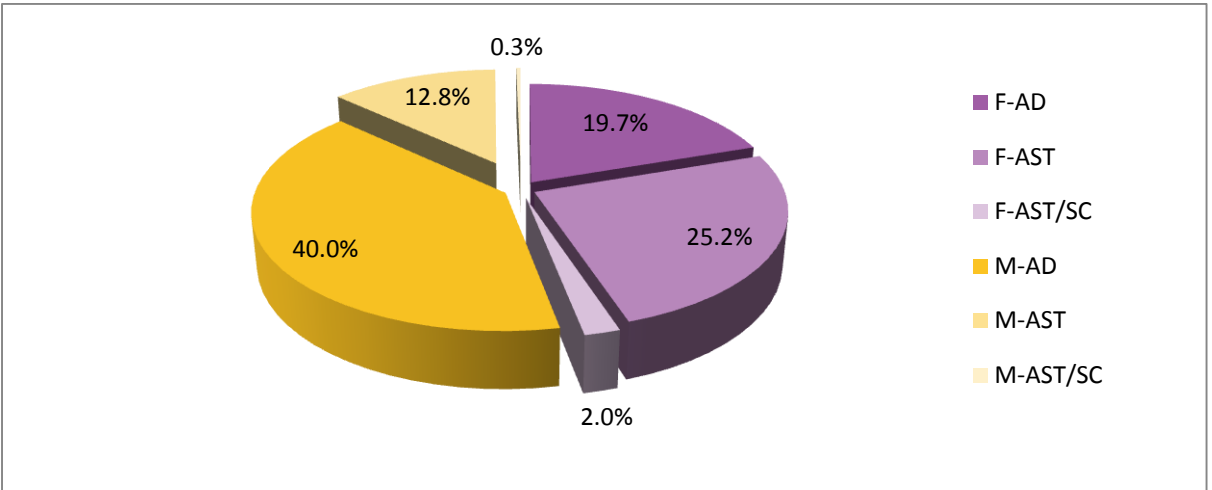


Chart 15: Officials by gender and function group

### 12.3.1 AD staff by gender

In December 2017, only one third of AD posts were held by women. Figures approached gender equality in lower grades, namely AD5 and AD7, where women represented 57% and 55% of the staff. In the highest grades, the gender imbalance was the highest, with men holding 80% of the positions between AD14 and AD16 categories.

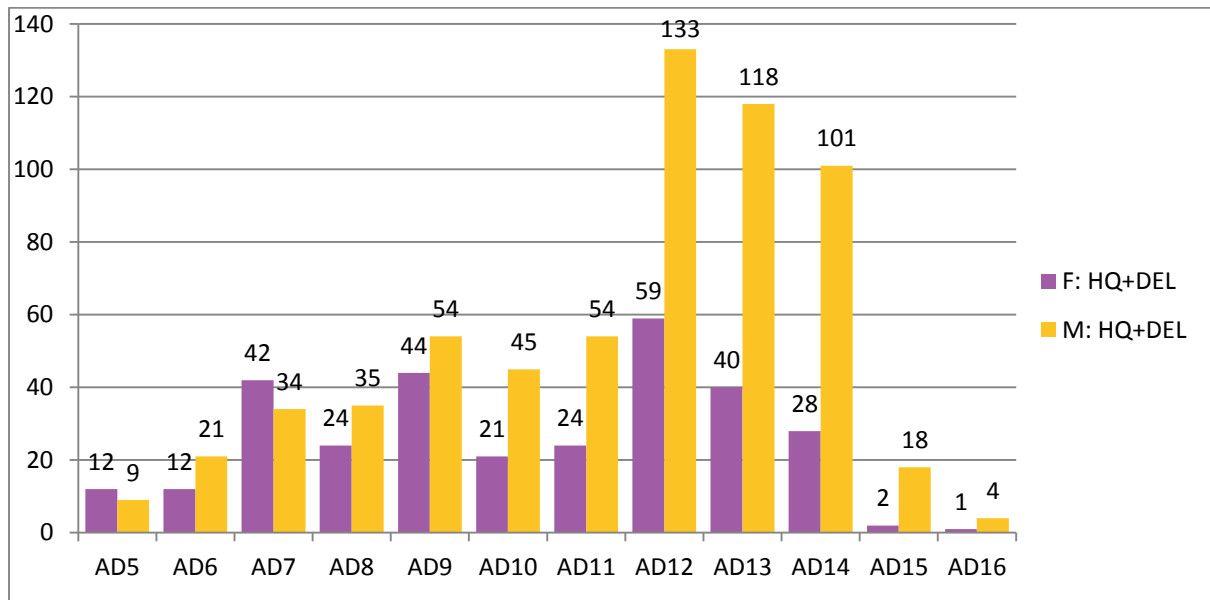


Chart 16: AD staff distribution by gender and grade

### 12.3.2 AST Staff by gender

Gender distribution among AST-AST/SC staff was generally in reverse proportion to the AD group, as women represented 67% of the staff in the AST-AST/SC category. They held the majority of positions from the lowest category until AST9 (70%), where the trend inverted. Men dominated the two highest function groups, AST10 and AST11.

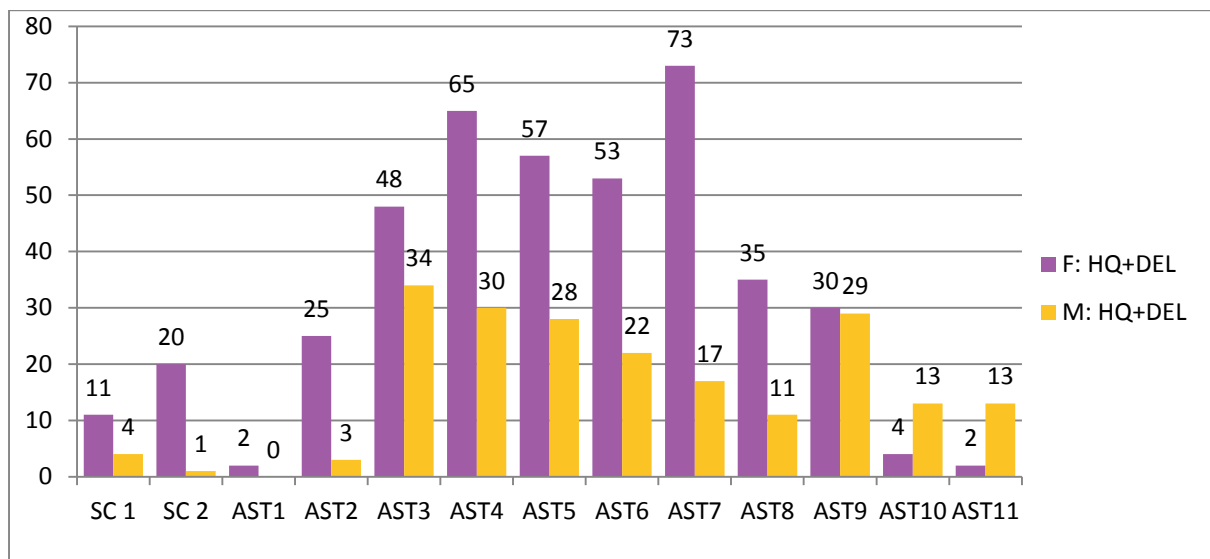


Chart 17: AST and AST/SC staff distribution by gender and grade

### 12.3.3 Contract Agents by gender

Within the Contract Agents category women made up 92% of the total staff in the GFII grade. In contrast, men outnumbered women in the highest grade (GFIV) with 63%. On average, 60% of Contract Agents were women.

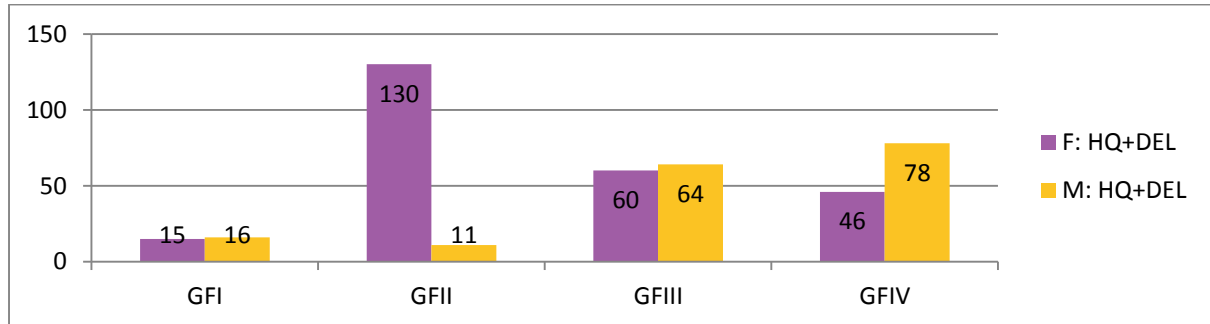


Chart 18: Contract Agents distribution by gender and function group

### 12.3.4 Local Agents by gender

The gender balance in the Local Agents category remained stable since 2015, with 54% women. However, significant disparities could be found when looking at the grades. In the AL3 grade, used for secretaries and accounts clerks, 83% of staff were women. In contrast, men held 98% of the AL5 positions, a grade used for drivers.

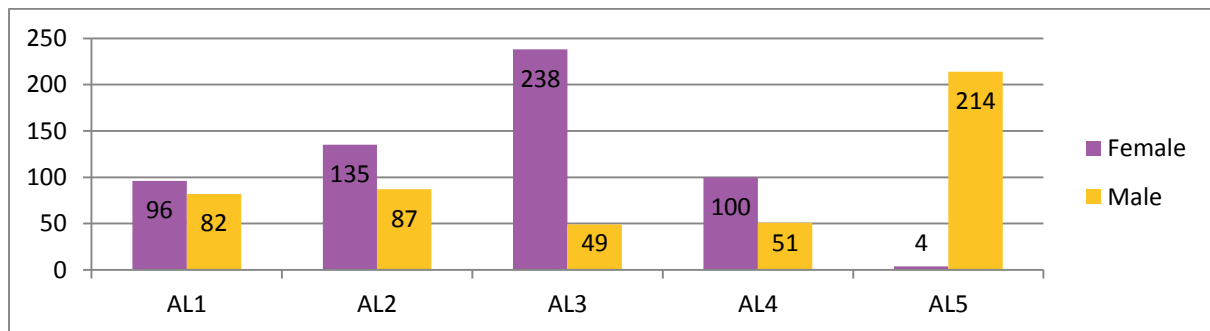


Chart 19: EEAS Local Agents distribution by gender and function group

### 12.3.5 SNEs and JPDs by gender

By the end of 2017, more than three quarters of the SNEs working in the EEAS were men. On the contrary, women occupied three quarters of the Junior Professionals in Delegations positions.

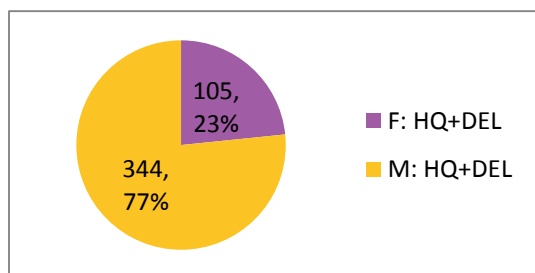


Chart 20: SNEs distribution by gender

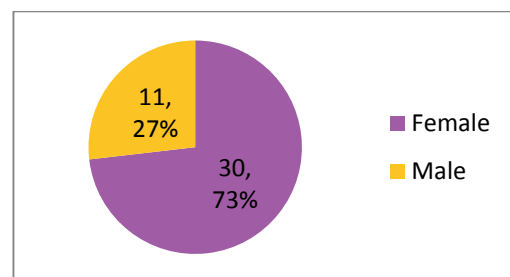


Chart 21: JPDs distribution by gender

### 12.4 Distribution of staff by nationality

The EEAS does not apply quotas based on nationality; nonetheless, national composition of staff and geographical balance are closely monitored. Almost every EU nationality is found in each staff category included in the table below, with three exceptions: at the end of 2017, there were no contract agents from Denmark, Luxembourg and Malta. Together, Belgium, France, Italy, Spain and Germany, made up 52.5% of the staff.

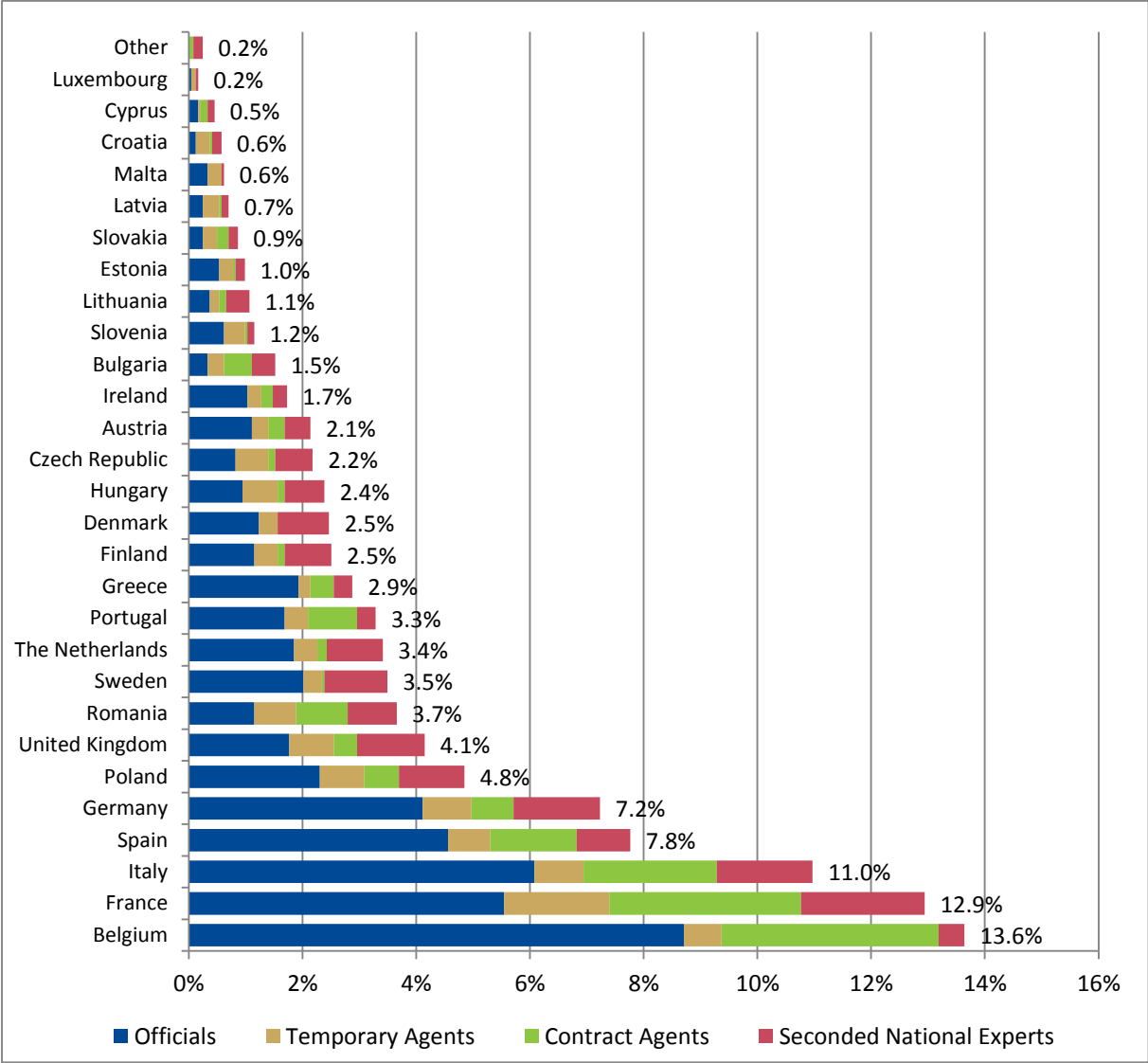


Chart 22: Staff distribution by nationality and category

### 12.4.1 AD Staff by nationality

The following table shows the AD staff distribution by nationality at the end of 2017, in HQ and Delegations. Each EU nationality was represented in the categories of Officials and Temporary Agents. There was a notable change in the total number of AD staff coming from the UK compared to 2016, with a decrease of 21 people.

2017	HQ			DEL			TOTAL EEAS AD staff
Nationality	Officials	Temporary agents	Total AD in HQ	Officials	Temporary agents	Total AD in DEL	
Austria	11	4	15	7	3	10	25
Belgium	34	9	43	21	7	28	71
Bulgaria	2	6	8		1	1	9
Croatia	1	1	2		5	5	7
Cyprus	1	1	2	3		3	5
Czech Republic	7	5	12	2	8	10	22
Denmark	12	5	17	6	3	9	26
Estonia	2	1	3	1	5	6	9
Finland	7	4	11	6	6	12	23
France	57	21	78	24	21	45	123
Germany	48	8	56	25	13	38	94
Greece	12	3	15	9	2	11	26
Hungary	5	10	15	7	4	11	26
Ireland	10	4	14	6	2	8	22
Italy	60	9	69	35	10	45	114
Latvia	1	2	3	2	5	7	10
Lithuania	1	1	2	4	3	7	9
Luxembourg		1	1	1	1	2	3
Malta	2	4	6	2	2	4	10
Poland	13	10	23	13	8	21	44
Portugal	9	3	12	6	7	13	25
Romania	4	10	14	2	7	9	23
Slovakia	2	3	5	1	3	4	9
Slovenia	2	4	6	1	5	6	12
Spain	33	10	43	26	8	34	77
Sweden	18	4	22	8	4	12	34
The Netherlands	14	5	19	8	5	13	32
United Kingdom	17	6	23	10	12	22	45
<b>Grand Total</b>	<b>385</b>	<b>154</b>	<b>539</b>	<b>236</b>	<b>160</b>	<b>396</b>	<b>935</b>

Table 8: AD staff by nationality



## Percentage of EEAS AD staff distribution by nationality compared to the country's population

Netherlands is the only Member State with the proportion of AD staff in line with the share of the country's population within the EU. Six countries (Germany, Poland, Romania, Slovakia, Spain and the United Kingdom) are underrepresented in this category in both HQ and Delegations, while 16 nationalities are above their share of population within the EU.

**In line** **Below** **Above** the share of the country's population within the EU.

Nationality	Population <sup>6</sup>	%	% of Total AD at HQ	% of Total AD at DEL	TOTAL per nationality
Austria	8,772,865	1.7%	2.8%	2.5%	2.7%
Belgium	11,365,834	2.2%	8.0%	7.1%	7.6%
Bulgaria	7,101,859	1.4%	1.5%	0.3%	1.0%
Croatia	4,154,213	0.8%	0.4%	1.3%	0.7%
Cyprus	854,802	0.2%	0.4%	0.8%	0.5%
Czech Republic	10,578,820	2.1%	2.2%	2.5%	2.4%
Denmark	5,748,769	1.1%	3.2%	2.3%	2.8%
Estonia	1,315,635	0.3%	0.6%	1.5%	1.0%
Finland	5,503,297	1.1%	2.0%	3.0%	2.5%
France	67,024,459	13.1%	14.5%	11.4%	13.2%
Germany	82,800,000	16.2%	10.4%	9.6%	10.1%
Greece	10,757,293	2.1%	2.8%	2.8%	2.8%
Hungary	9,797,561	1.9%	2.8%	2.8%	2.8%
Ireland	4,774,833	0.9%	2.6%	2.0%	2.4%
Italy	60,589,445	11.8%	12.8%	11.4%	12.2%
Latvia	1,950,116	0.4%	0.6%	1.8%	1.1%
Lithuania	2,847,904	0.6%	0.4%	1.8%	1.0%
Luxembourg	590,667	0.1%	0.2%	0.5%	0.3%
Malta	440,433	0.1%	1.1%	1.0%	1.1%
Poland	37,972,964	7.4%	4.3%	5.3%	4.7%
Portugal	10,309,573	2.0%	2.2%	3.3%	2.7%
Romania	19,638,309	3.8%	2.6%	2.3%	2.5%
Slovakia	5,435,343	1.1%	0.9%	1.0%	1.0%
Slovenia	2,065,895	0.4%	1.1%	1.5%	1.3%
Spain	46,528,966	9.1%	8.0%	8.6%	8.2%
Sweden	9,995,153	2.0%	4.1%	3.0%	3.6%
The Netherlands	17,081,507	3.3%	3.5%	3.3%	3.4%
United Kingdom	65,808,573	12.9%	4.3%	5.6%	4.8%
<b>Grand Total</b>	<b>511,805,088</b>	<b>100.0%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Table 9: Percentage of AD staff distribution by nationality compared to the country's population

<sup>6</sup> Eurostat population statistics 2017

## 12.4.2 Member States Diplomats by nationality

At the end of 2017, there were MSDs from every EU Member State working at the EEAS. France had the largest national group, with 13.7% of the total MSDs, followed by Germany (6.5%), Poland and Spain (5.9% each).

2017	Country Population	%	AD Officials	%	Other AD TA	%	MSD	%	% of MSD within AD Staff
Austria	8,772,865	1.7%	18	2.9%	1	14%	6	2.0%	0.64%
Belgium	11,365,834	2.2%	55	8.9%	1	14%	15	4.9%	1.60%
Bulgaria	7,101,859	1.4%	2	0.3%			7	2.3%	0.75%
Croatia	4,154,213	0.8%	1	0.2%			6	2.0%	0.64%
Cyprus	854,802	0.2%	4	0.6%			1	0.3%	0.11%
Czech Republic	10,578,820	2.1%	9	1.4%			13	4.2%	1.39%
Denmark	5,748,769	1.1%	18	2.9%			8	2.6%	0.86%
Estonia	1,315,635	0.3%	3	0.5%			6	2.0%	0.64%
Finland	5,503,297	1.1%	13	2.1%			10	3.3%	1.07%
France	67,024,459	13.1%	81	13.0%			42	13.7%	4.49%
Germany	82,800,000	16.2%	73	11.8%	1	14%	20	6.5%	2.14%
Greece	10,757,293	2.1%	21	3.4%			5	1.6%	0.53%
Hungary	9,797,561	1.9%	12	1.9%			14	4.6%	1.50%
Ireland	4,774,833	0.9%	16	2.6%			6	2.0%	0.64%
Italy	60,589,445	11.8%	95	15.3%	2	29%	17	5.5%	1.82%
Latvia	1,950,116	0.4%	3	0.5%			7	2.3%	0.75%
Lithuania	2,847,904	0.6%	5	0.8%			4	1.3%	0.43%
Luxembourg	590,667	0.1%	1	0.2%			2	0.7%	0.21%
Malta	440,433	0.1%	4	0.6%			6	2.0%	0.64%
Poland	37,972,964	7.4%	26	4.2%			18	5.9%	1.93%
Portugal	10,309,573	2.0%	15	2.4%	1	14%	9	2.9%	0.96%
Romania	19,638,309	3.8%	6	1.0%			17	5.5%	1.82%
Slovakia	5,435,343	1.1%	3	0.5%			6	2.0%	0.64%
Slovenia	2,065,895	0.4%	3	0.5%			9	2.9%	0.96%
Spain	46,528,966	9.1%	59	9.5%			18	5.9%	1.93%
Sweden	9,995,153	2.0%	26	4.2%			8	2.6%	0.86%
The Netherlands	17,081,507	3.3%	22	3.5%			10	3.3%	1.07%
United Kingdom	65,808,573	12.9%	27	4.3%	1	14%	17	5.5%	1.82%
<b>Total</b>	<b>511,805,088</b>	<b>100%</b>	<b>621</b>	<b>100%</b>	<b>7</b>	<b>100%</b>	<b>307</b>	<b>100%</b>	<b>32.83%</b>

Table 10: Percentage of MSDs distribution by nationality compared to the country's population

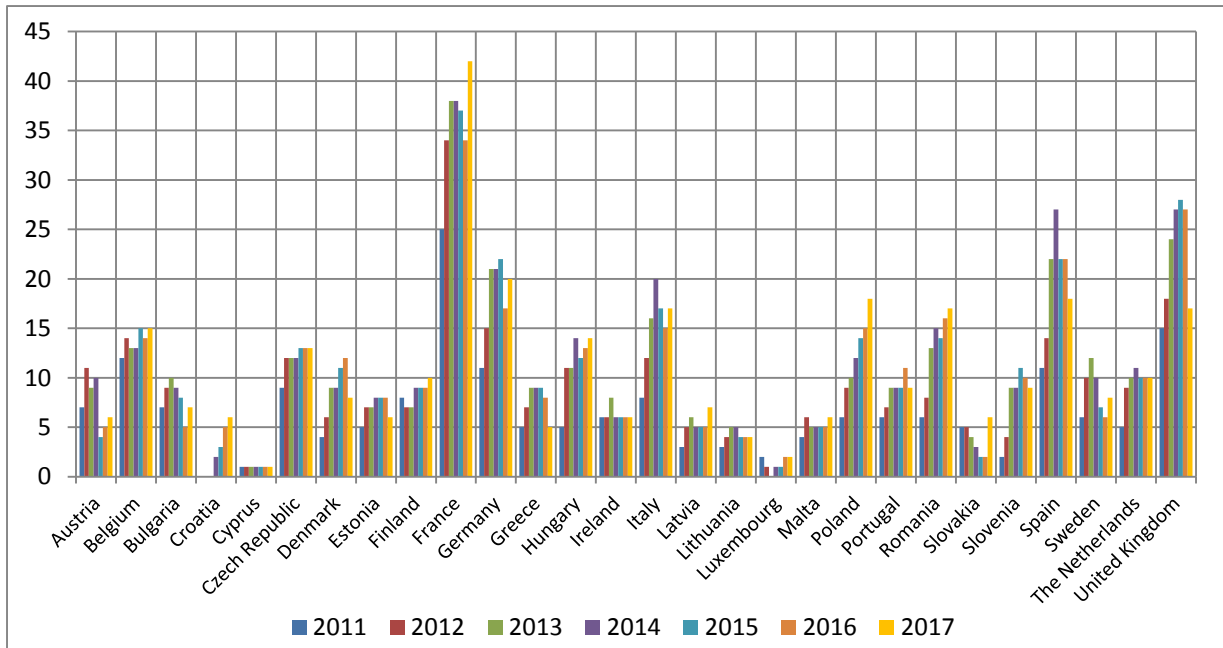


Chart 23: Evolution of Member States Diplomats by nationality

### 12.4.3 AST and AST/SC Staff by nationality

At the end of 2017, a quarter of AST-AST/SC staff working at the EEAS were Belgians. The following largest national groups came from France (9%), Italy (8.7%) and Spain (8.2%). Cyprus and Luxembourg were the only EU member states not represented in this category of staff, the same as in 2016.

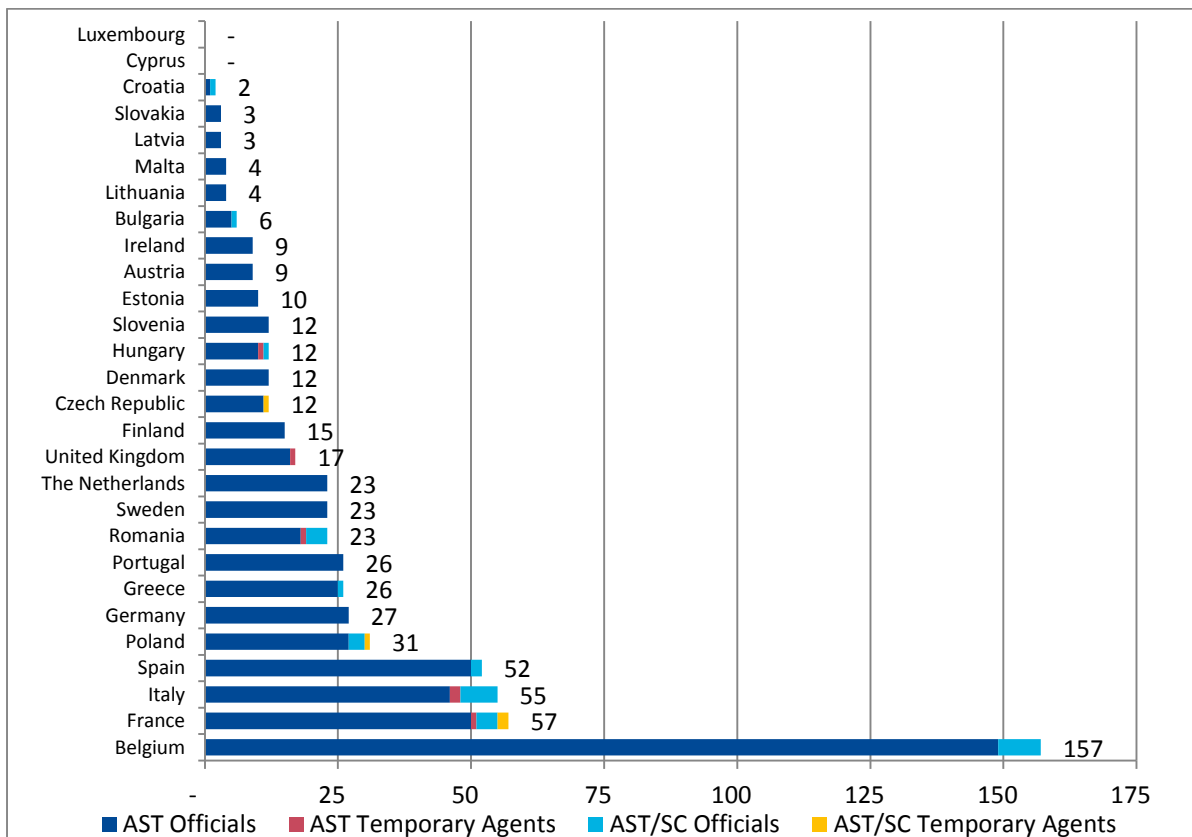


Chart 24: AST and AST/SC staff distribution by nationality

### 12.4.4 Contract Agents by nationality

Belgians made up the largest group of contract agents (22.2%), followed by France (19.6%) and Italy (13.6%). Together, these countries made up 55.4% of all CAs. Three countries were not represented in this category: Denmark, Luxembourg and Malta, the same as in 2016. Estonia, was also not represented in the CA category in 2016, but entered the category again in 2017.

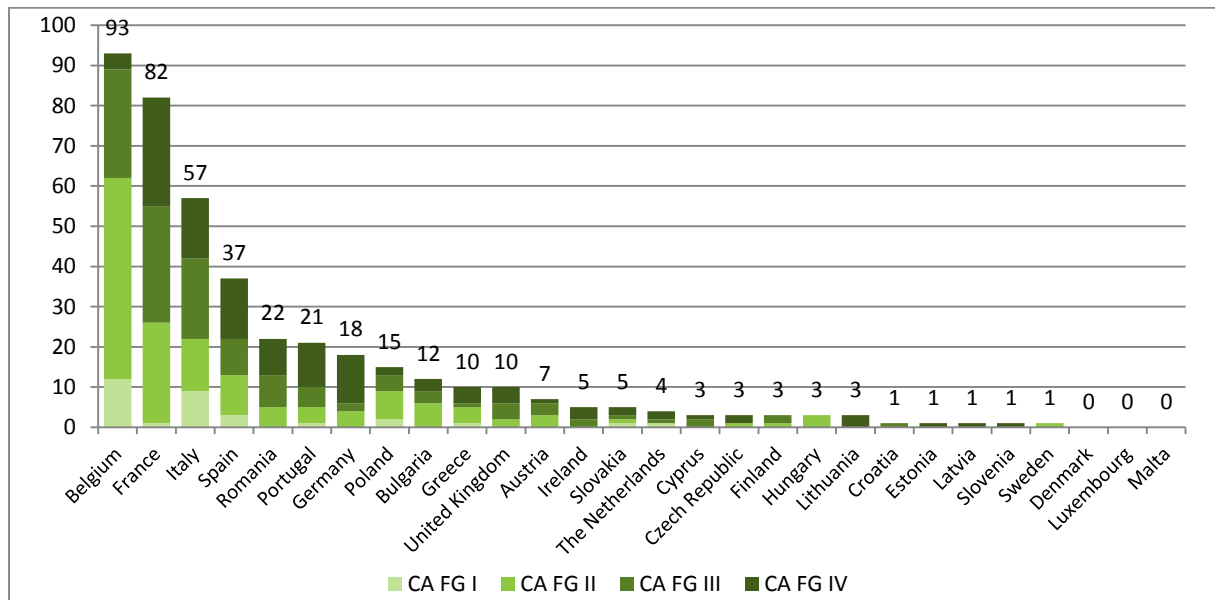


Chart 25: Contract Agents distribution by nationality and function group

### 12.4.5 Seconded National Experts by nationality

At the end of 2017, there was at least one SNE per EU Member State at the EEAS HQ. The best represented countries at HQ were France (44), Italy (38) and Germany (33). In Delegations, the largest national groups came from France (9), Denmark (8), Sweden and Czech Republic (5 each). In addition to the SNEs seconded from Member States, four Norwegians (other) were seconded in HQ.

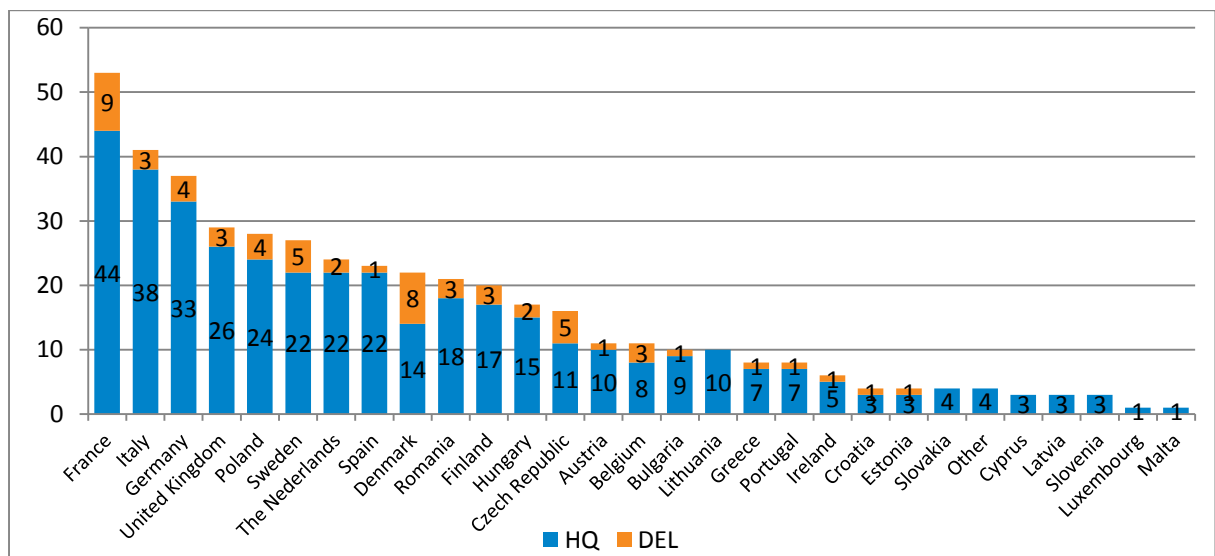


Chart 26: SNEs distribution by nationality in HQ & DEL

## 12.5 Distribution of staff by age

The average age of EEAS staff was 46.9 years, continuing the increasing trend of previous years (46.6 years in 2016 and 46.1 in 2015). In December 2017, nearly three quarters (73%) of the EEAS staff were between 40 and 59 years old. Only 1% of the EEAS staff was under 30, while 7% were 60 years old or older.

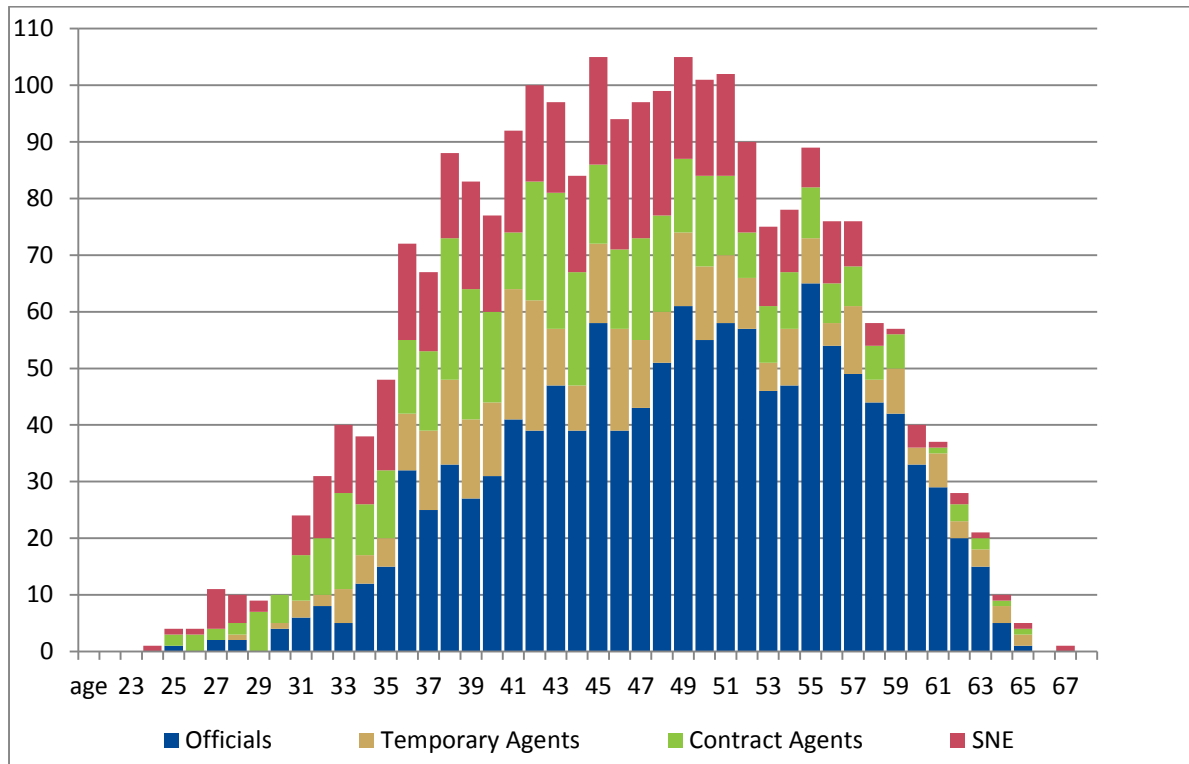


Chart 27: Staff distribution by category and age

With regards to gender distribution, the majority of EEAS staff less than 39 years old were women (57%). In contrast, most of the professionals at the EEAS over the age of 50 were men (61%).

Age range	HQ					DEL					Grand Total
	Female	%	Male	%	HQ Total	Female	%	Male	%	DEL Total	
<30	18	66.7%	9	33.3%	27	2	66.7%	1	33.3%	3	30
30-39	157	56.1%	123	43.9%	280	84	57.1%	63	42.9%	147	427
40-49	267	44.1%	339	55.9%	606	156	48.4%	166	51.6%	322	928
50-59	224	41.0%	322	59.0%	546	123	40.5%	181	59.5%	304	850
>=60	42	38.5%	67	61.5%	109	17	18.9%	73	81.1%	90	199
<b>Grand Total</b>	<b>708</b>	<b>45.2%</b>	<b>860</b>	<b>54.8%</b>	<b>1568</b>	<b>382</b>	<b>44.1%</b>	<b>484</b>	<b>55.9%</b>	<b>866</b>	<b>2434</b>

Table 11: Distribution of staff by gender and age groups in HQ & DEL

**12.5.1 Officials by gender and age**

The average age of EEAS officials was 49.9 years, a slight increase from December 2016 (49.5). More than half of EU officials were between 50 and 66 years old. Six out of ten EU officials between 26 and 39 years old were women, whereas approximately six out of ten EU officials between 50 and 66 years old were men.

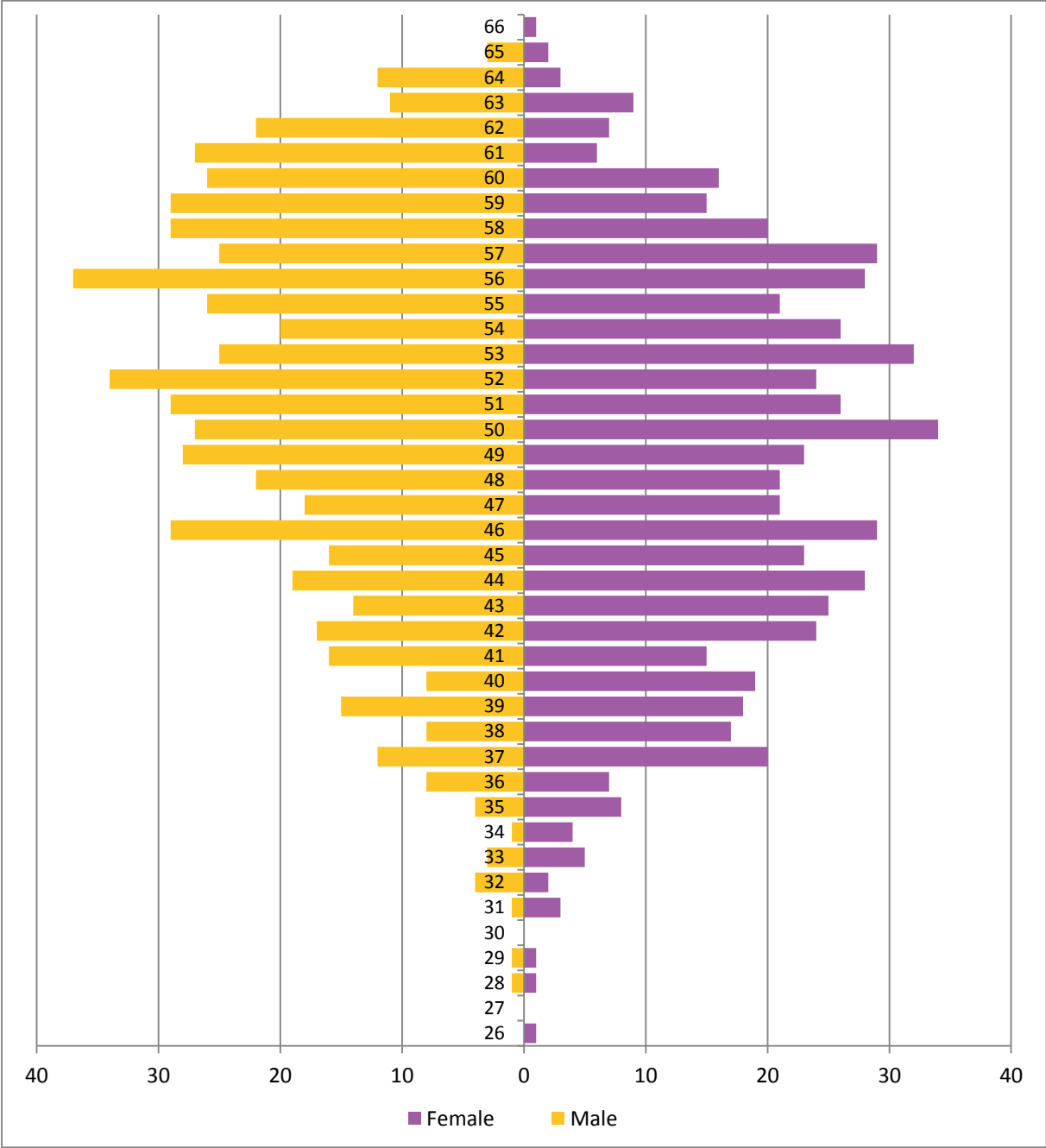


Chart 28: Age pyramid of officials by gender

**12.5.2 Contract agents per gender and age**

The average age of EEAS Contract Agents was 44.3 years, making CAs the youngest category of staff. Women made up 66.6% of CA staff in the youngest age groups, from 26 to 39 years old.

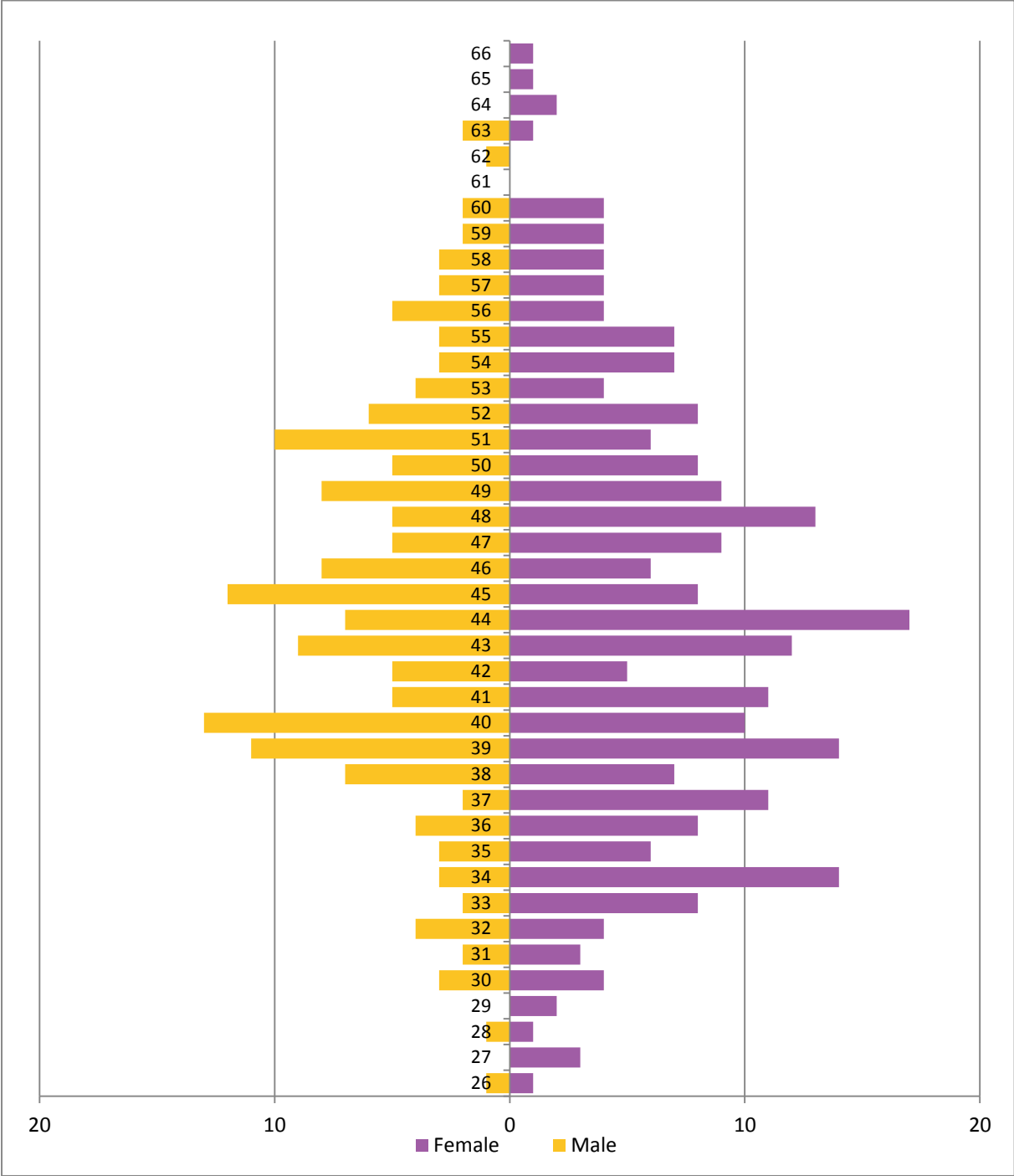


Chart 29: Age pyramid of contract agents by gender

### 12.5.3 Local Agents by gender and age

At the end of 2017, the average age of Local Agents was 44.9 years. 66.2% of LAs between the ages of 22-39 were women, while the gender distribution in the 40-49 age group was quite balanced, with 52.6% women and 47.4% men. Female and male local agents were equally represented in the oldest age group (over 60 years of age).

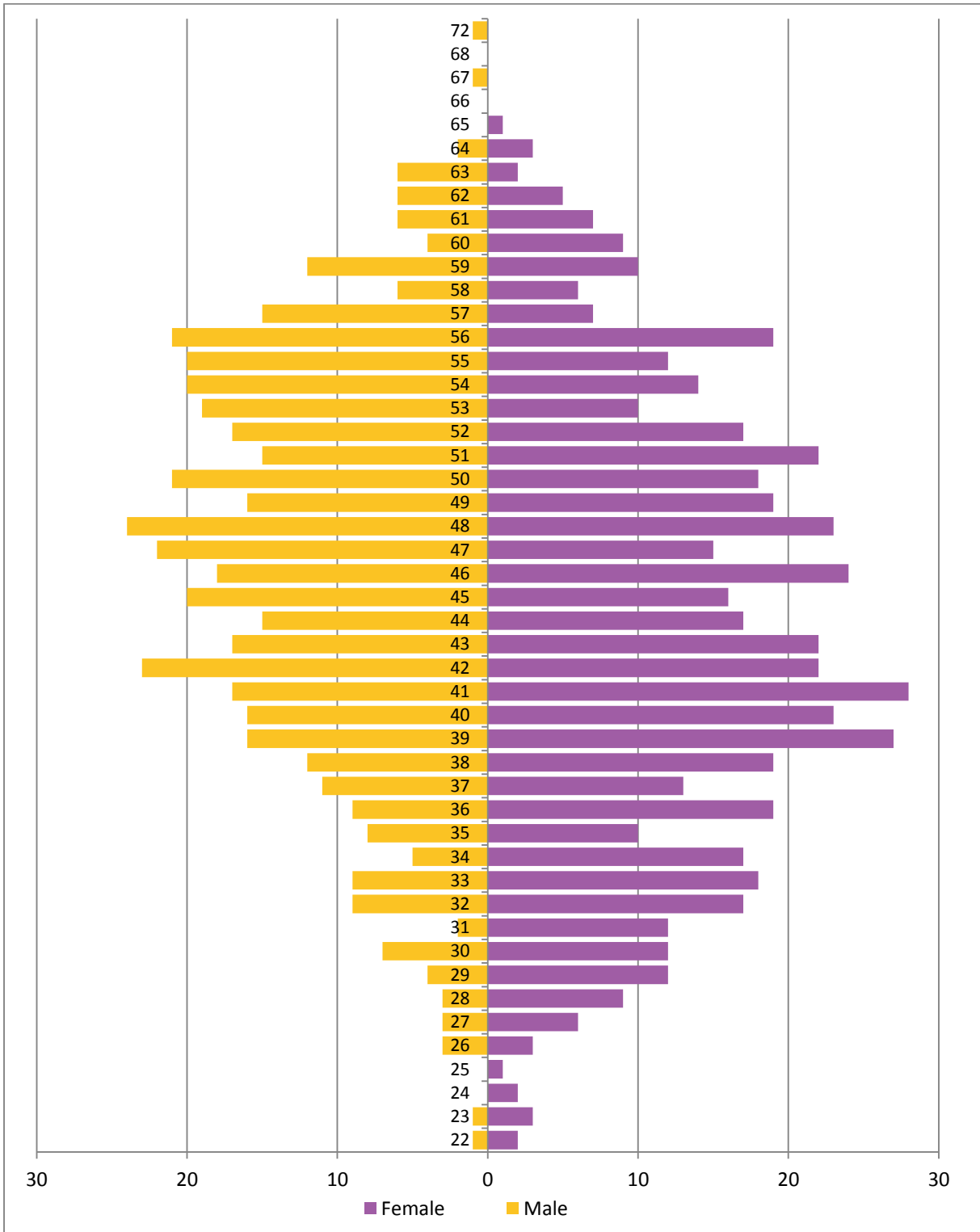


Chart 30: Age pyramid of Local Agents by gender



**12.5.4 EEAS Staff by age and nationality**

The following graph shows the distribution of age groups by nationality. The youngest national group was France, with 8 out of the total 30 EEAS staff members under 30 years old. Together, Belgian and French nationals made up 30.9% of staff over 50 years old. For UK, Netherlands, Portugal and Finland, the percentage of nationals under 39 years old was less than 10% of their total population in the EEAS. On the contrary, staff coming from EU Member States with the smallest national groups in the EEAS, tend to be younger. In particular, all nationals from Latvia and Lithuania were under 50 years old while for Cyprus, Croatia, Estonia, Malta, Slovakia and Slovenia more than 73% of their population was under 50 years old.

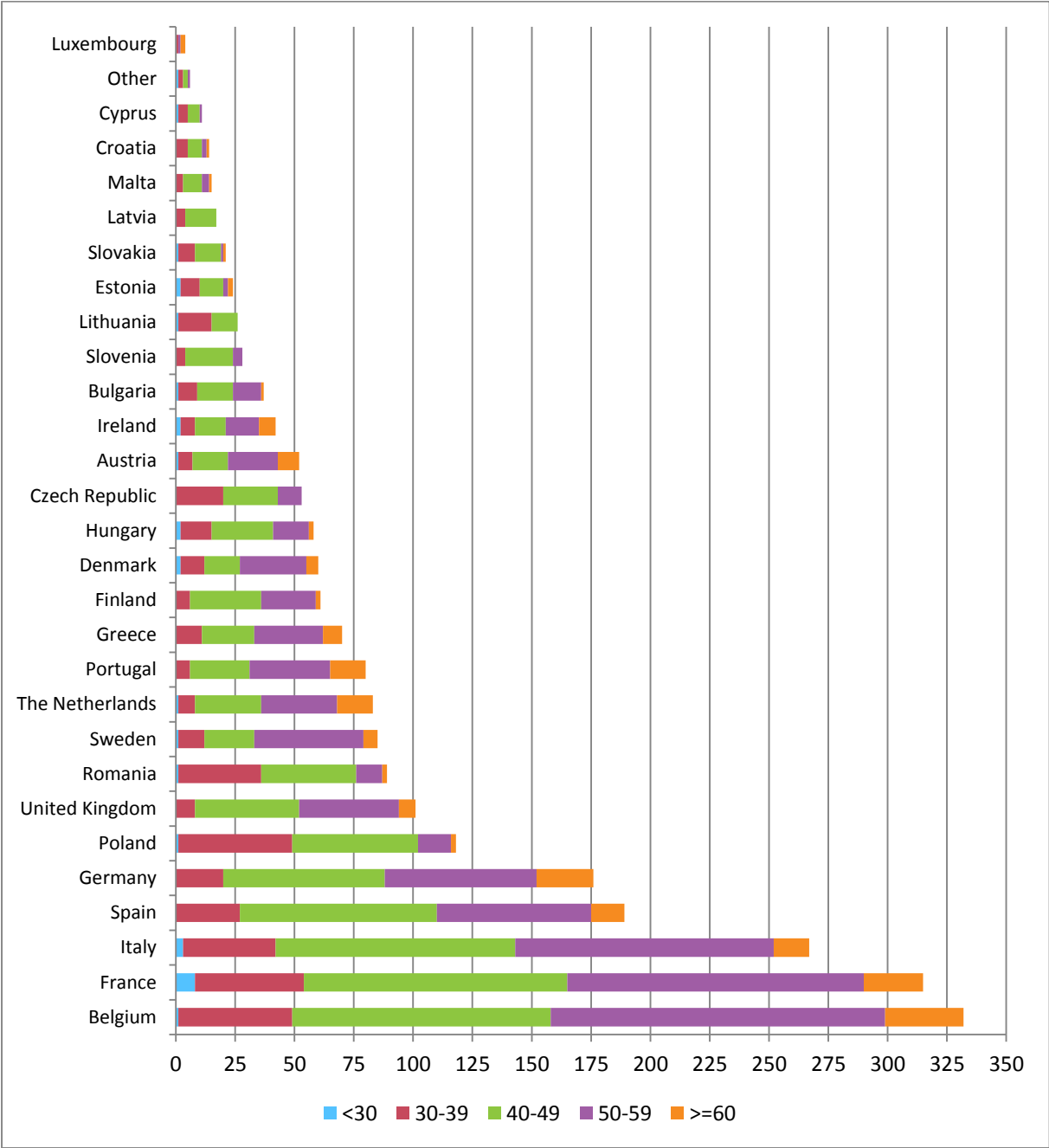


Chart 31: Staff distribution by age and nationality including Officials, Contract Agents, Temporary Agents and Seconded National Experts

**12.6 Management staff**

At the end of 2017, 7% of the EEAS staff held management positions.

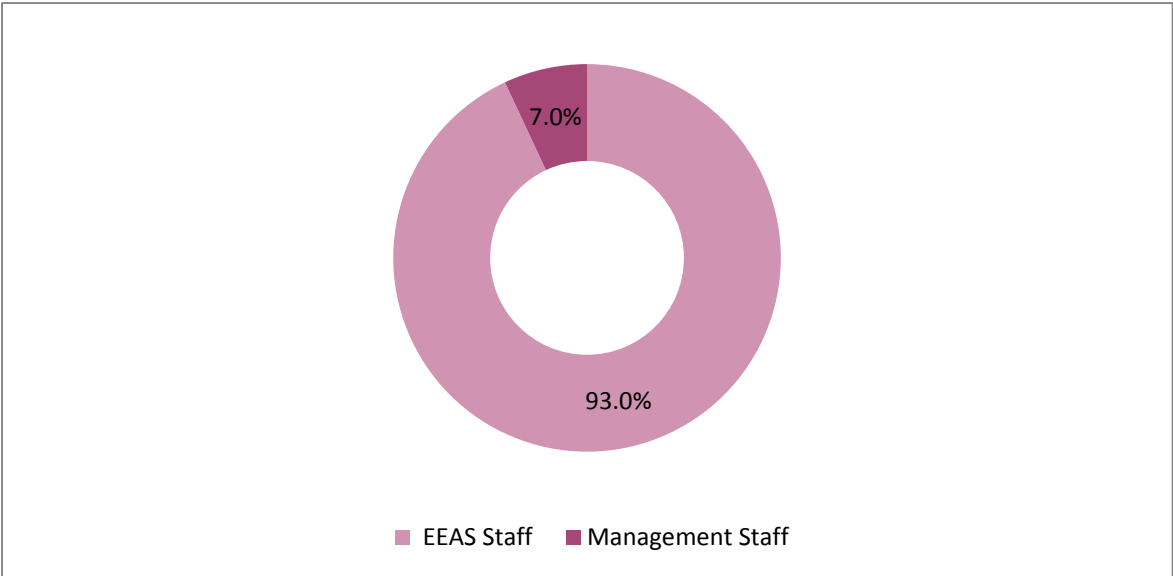


Chart 32: Proportion of management staff in relation to the total EEAS staff

**12.6.1 Management staff distribution by gender**

Three out of four senior and middle management positions (75.5%) at the EEAS were held by men. Women remained highly underrepresented, especially in the senior management posts as only 18% of them were women. However, progress was made towards better gender balance in management positions, as out of 17 newly appointed managers in 2017, 9 were women.

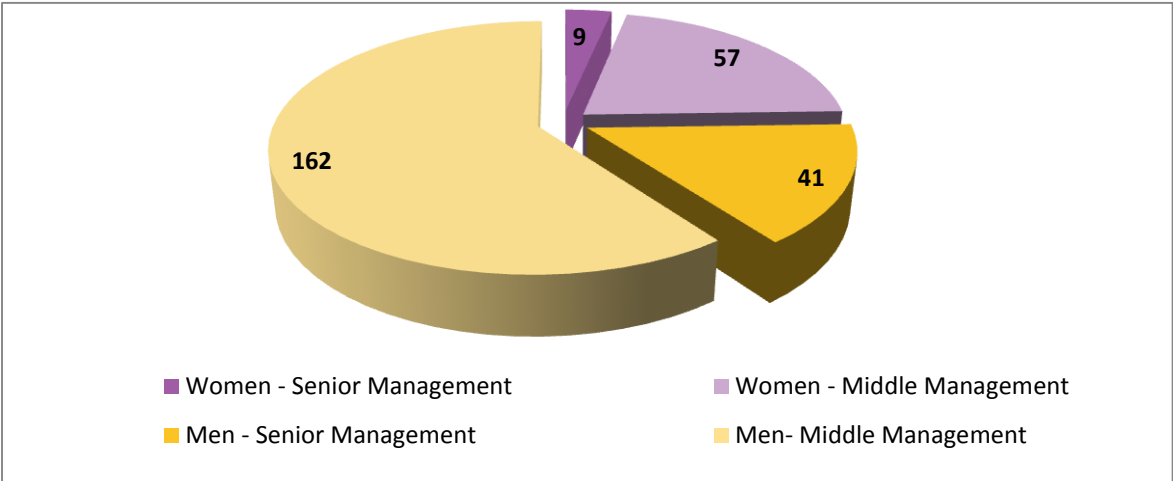


Chart 33: Management staff by gender (Officials and Temporary Agents)

Nonetheless, the proportion of women in management positions increased by 2% compared to 2016.

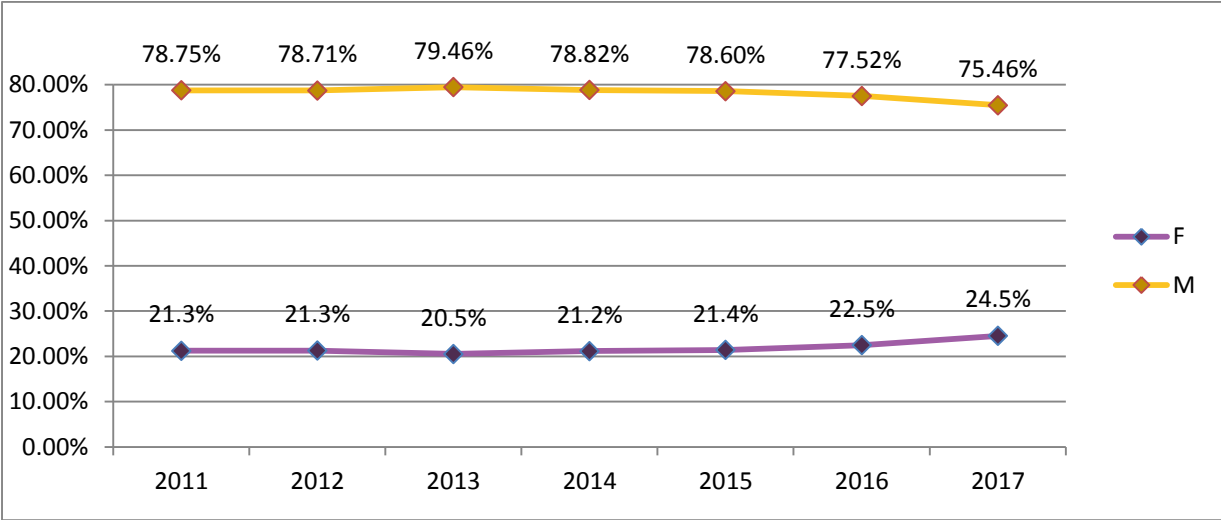


Chart 34: Evolution of management positions by gender

12.6.2 Member States Diplomats in management

Member States Diplomats held 34.2% of the management positions, with the majority of them posted in Delegations.

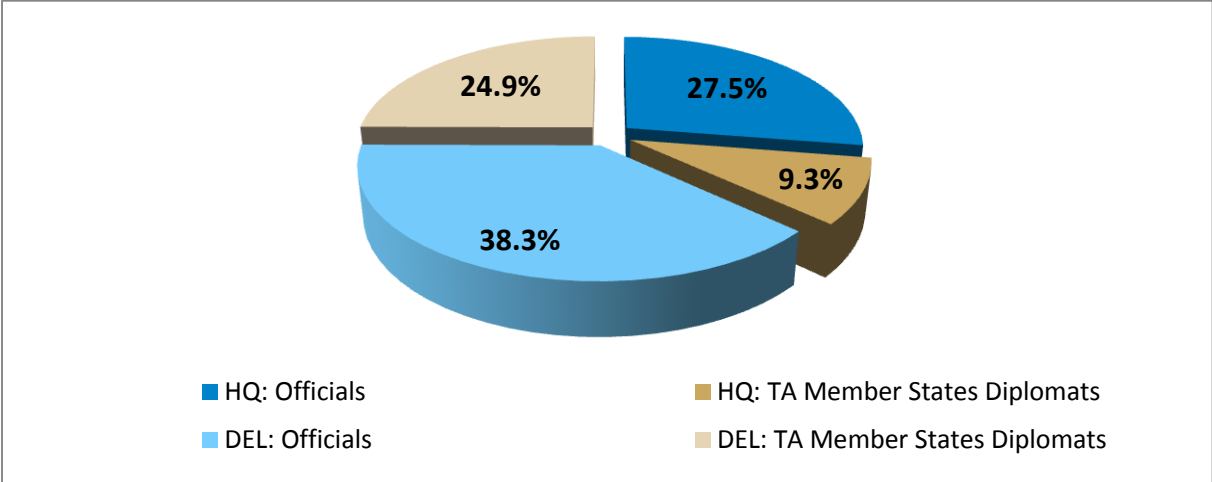


Chart 35: Management staff (Officials and Temporary Agents) in HQ & DEL

One out of four TA MSD in management positions was a senior manager. The distribution of TA MSD senior managers was quite balanced between HQ and delegations; however, this was not the case for middle managers, 63% of which were concentrated in HQ.

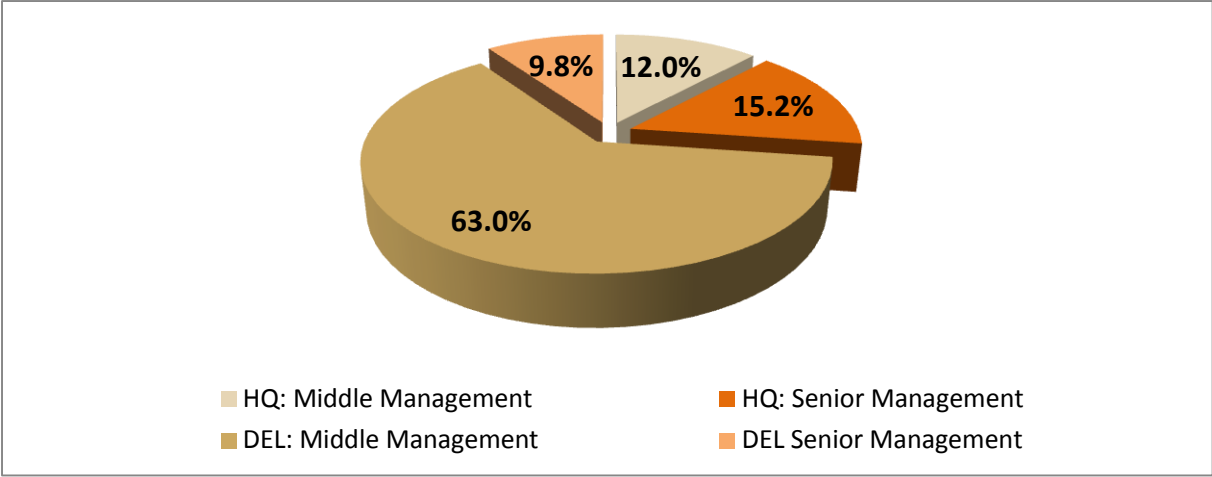


Chart 36: Member States Diplomats by management level, HQ & DEL

12.6.3 Management staff distribution by nationality

By the end of 2017, nationals from five countries (Italy, France, Germany, Spain and Belgium) held 53.1% of management posts at the EEAS. When looking at management positions per nationality, the distribution was not always proportional to the country population. For instance, Italians and Belgians held 15.6% and 6.3% of management positions even though their countries made up 11.8% and 2.2% of the total EU population, respectively. In contrast, Germany and the United Kingdom were underrepresented, as they made up 16.2% and 12.9% of the total EU population and held only 10% and 5.6% of management posts, respectively. Slovakia, which did not hold any management positions in 2016, entered the management category with two nationals on management posts in 2017. Cyprus was the only Member State still not holding a management position.

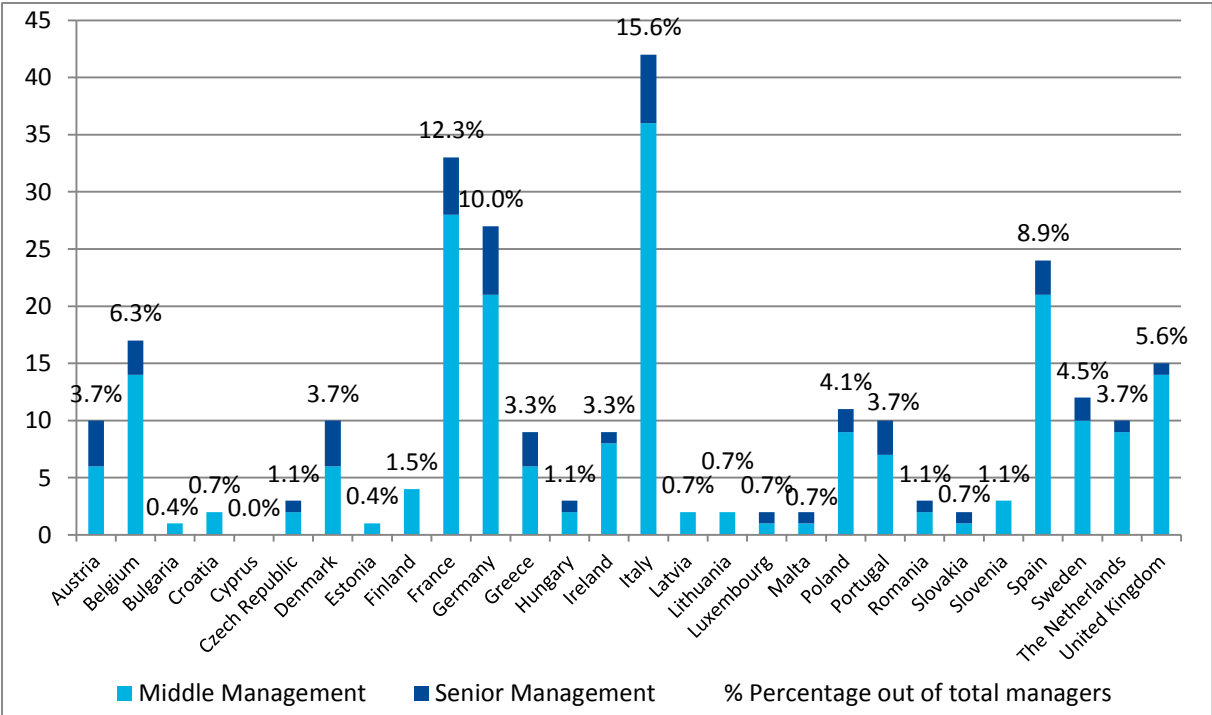


Chart 37: Distribution of middle and senior management positions by nationality

### 12.6.4 Heads of Delegation

At the end of 2017, half of the Heads of Delegation came from Italy, France, Germany, Spain and Belgium. In contrast, there was no Head of Delegation from Cyprus or Malta.

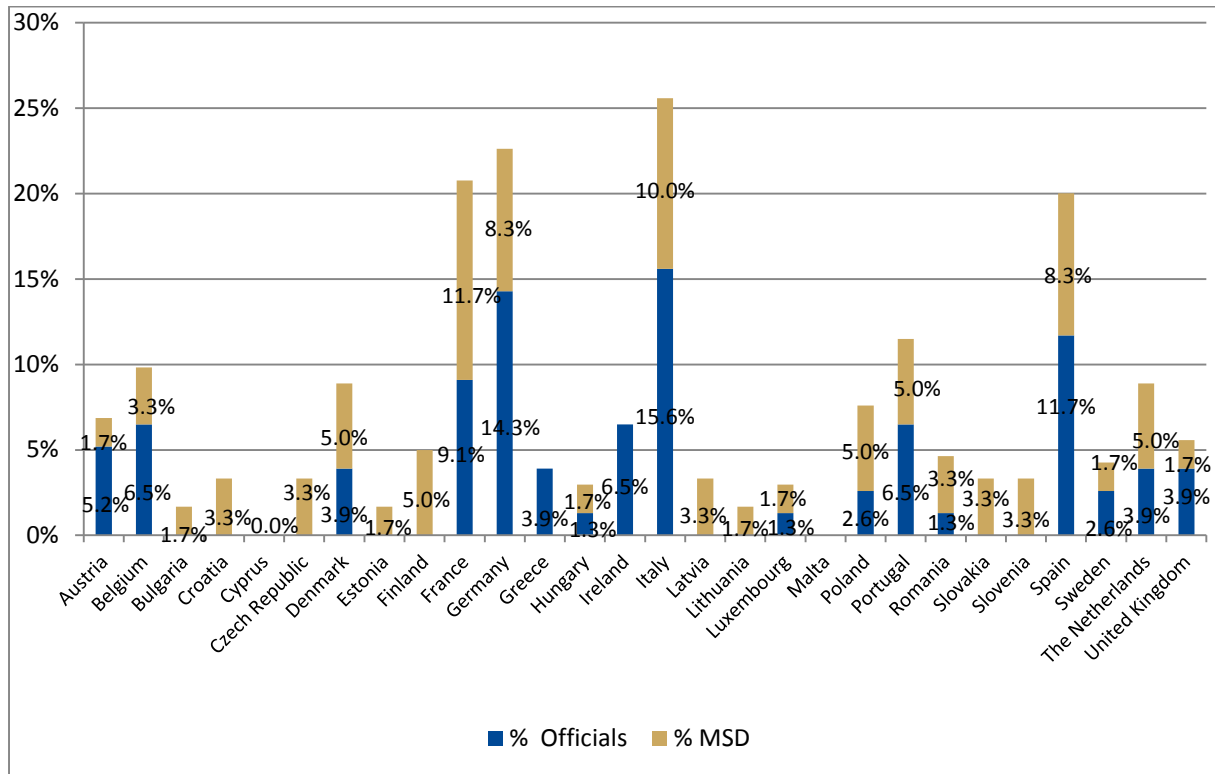


Chart 38: Distribution of Heads of Delegation by nationality

The proportion of MSDs among the Heads of Delegation decreased by 2.2% compared to 2016. In December 2017, MSDs represented 43.8% of all Heads of Delegation.

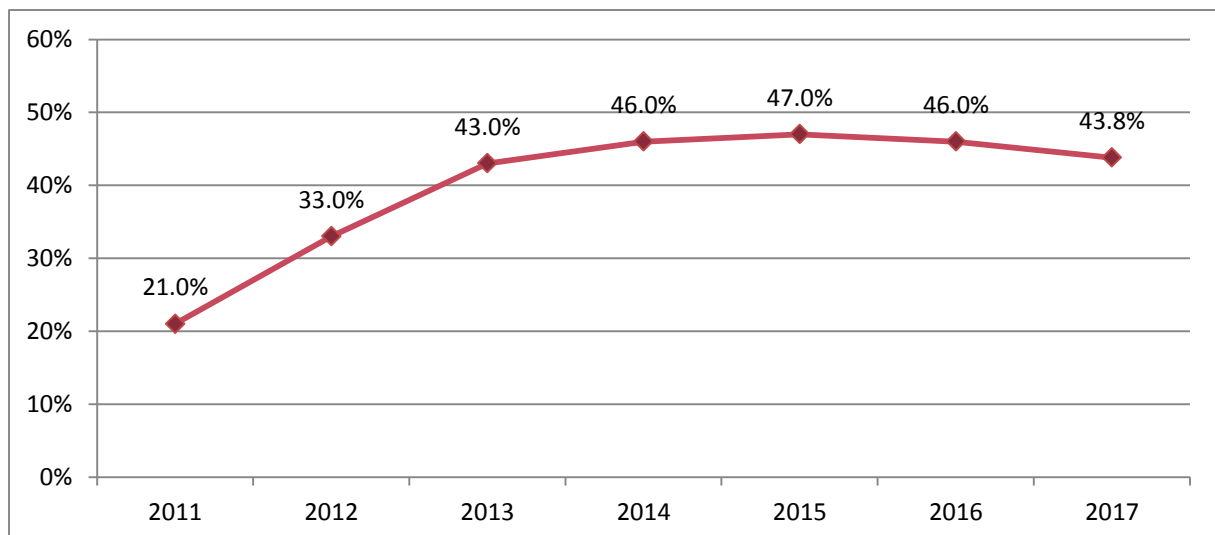


Chart 39: Evolution of Member States Diplomats as Heads of Delegation

The chart below shows the evolution of Heads of Delegation by Member State. The number of Heads of Delegation coming from Germany and Italy increased by six and five positions respectively compared to 2016, while UK numbers decreased by half (from 8 to 4).

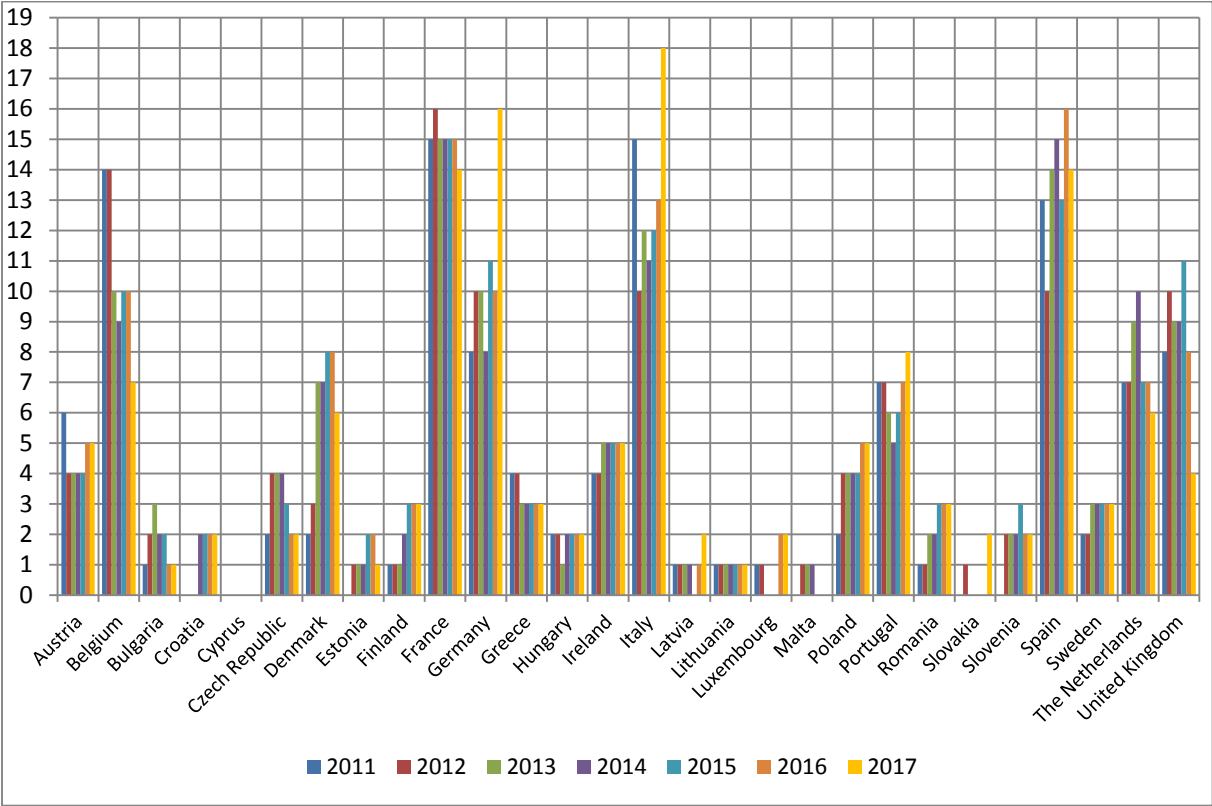


Chart 40: Evolution of Heads of Delegation by nationality

With regards to gender, the proportion of female Heads of Delegation increased more than 1% in 2017.

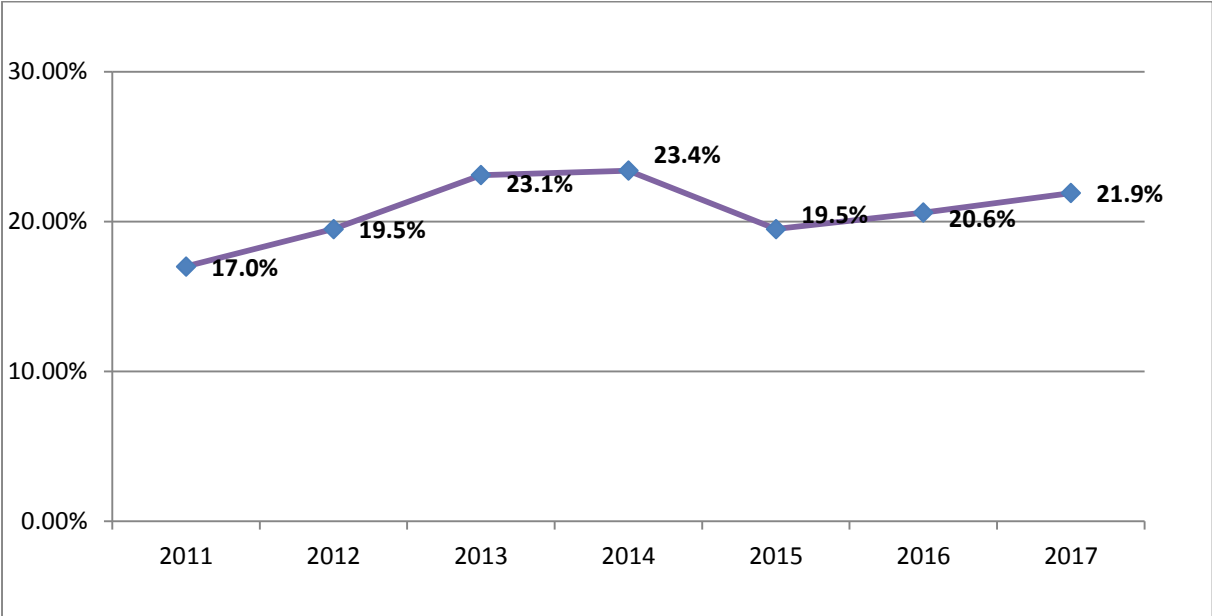


Chart 41: Evolution of female Heads of Delegation

**12.6.5 AD Management staff nationalities trends 2011-2017**

By the end of 2017, the proportion of AD managers at the EEAS remained relatively stable for most nationalities. French nationals increased in 6 positions compared to 2016, reaching 12.3% AD managers, which approaches France's share of EU population (13.1%). Italy, the most overrepresented national group in management positions, gained 4 more managers in 2017, making up 15.6% of the total.

The number of British nationals has been significantly decreasing since 2016, following the United Kingdom's decision to leave the EU. In 2016, it dropped from 26 to 21 managers and by the end of 2017 the number of British managers was 15.

Since 2011, the proportion of Belgian managers decreased from 8.7% to 6.3%, which still remains a high figure considering that the country's population makes up 2.2% of the EU total. During that period, Germany increased its share of managers from 7.9% to 10%, a relatively low proportion considering that Germans represent 16.2% of the EU population.

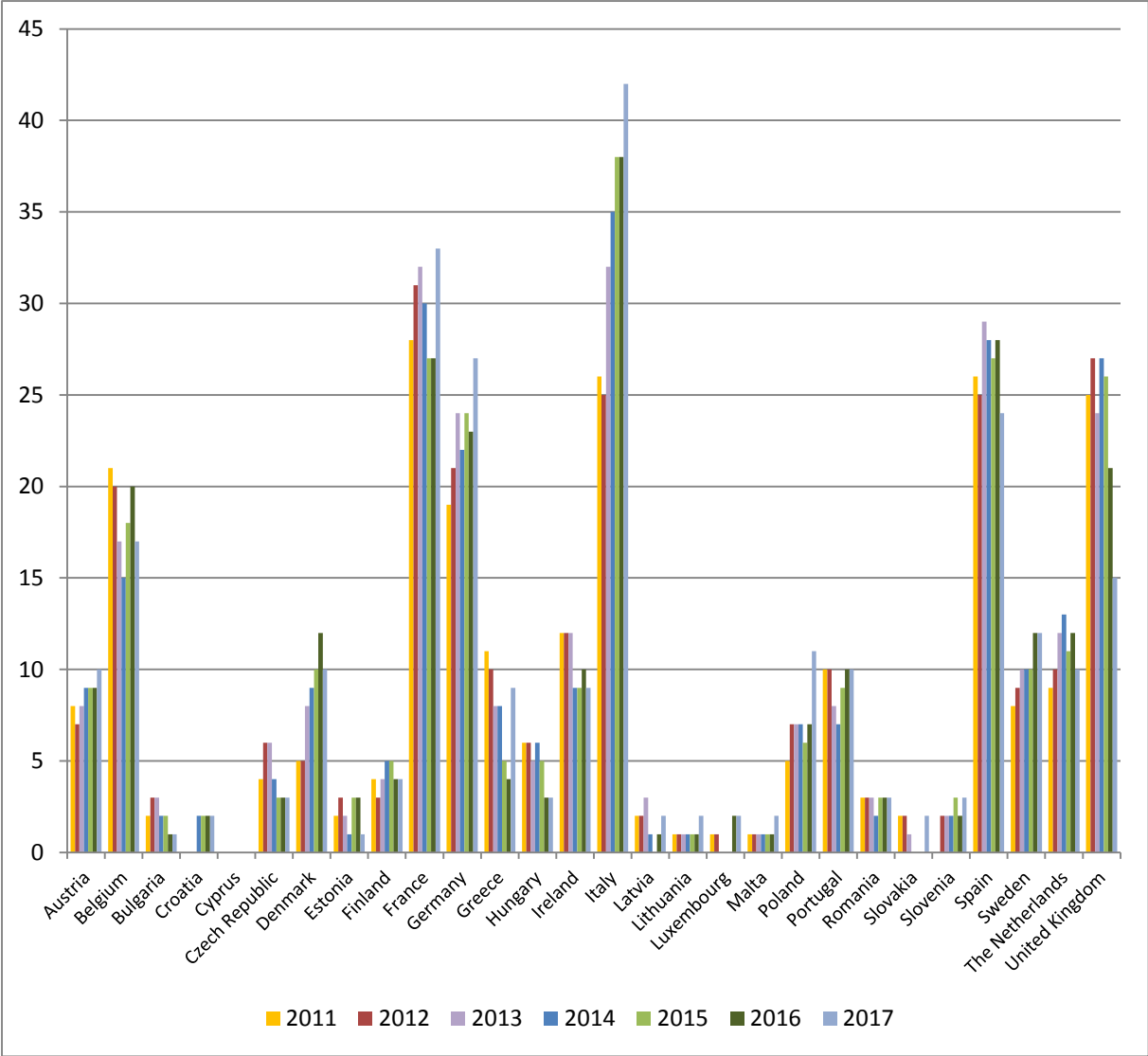


Chart 42: AD management staff evolution by nationality

	2011	2012	2013	2014	2015	2016	2017	% of Total AD management staff		% Country's population
								in 2011	in 2017	
<b>Austria</b>	8	7	8	9	9	9	10	3.3%	3.7%	<b>1.7%</b>
<b>Belgium</b>	21	20	17	15	18	20	17	8.7%	6.3%	<b>2.2%</b>
<b>Bulgaria</b>	2	3	3	2	2	1	1	0.8%	0.4%	<b>1.4%</b>
<b>Croatia</b>	0	0	0	2	2	2	2	0.0%	0.7%	<b>0.8%</b>
<b>Cyprus</b>	0	0	0	0	0	0	0	0.0%	0.0%	<b>0.2%</b>
<b>Czech Republic</b>	4	6	6	4	3	3	3	1.7%	1.1%	<b>2.1%</b>
<b>Denmark</b>	5	5	8	9	10	12	10	2.1%	3.7%	<b>1.1%</b>
<b>Estonia</b>	2	3	2	1	3	3	1	0.8%	0.4%	<b>0.3%</b>
<b>Finland</b>	4	3	4	5	5	4	4	1.7%	1.5%	<b>1.1%</b>
<b>France</b>	28	31	32	30	27	27	33	11.6%	12.3%	<b>13.1%</b>
<b>Germany</b>	19	21	24	22	24	23	27	7.9%	10.0%	<b>16.2%</b>
<b>Greece</b>	11	10	8	8	5	4	9	4.6%	3.3%	<b>2.1%</b>
<b>Hungary</b>	6	6	5	6	5	3	3	2.5%	1.1%	<b>1.9%</b>
<b>Ireland</b>	12	12	12	9	9	10	9	5.0%	3.3%	<b>0.9%</b>
<b>Italy</b>	26	25	32	35	38	38	42	10.8%	15.6%	<b>11.8%</b>
<b>Latvia</b>	2	2	3	1	0	1	2	0.8%	0.7%	<b>0.4%</b>
<b>Lithuania</b>	1	1	1	1	1	1	2	0.4%	0.7%	<b>0.6%</b>
<b>Luxembourg</b>	1	1	0	0	0	2	2	0.4%	0.7%	<b>0.1%</b>
<b>Malta</b>	1	1	1	1	1	1	2	0.4%	0.7%	<b>0.1%</b>
<b>Poland</b>	5	7	7	7	6	7	11	2.1%	4.1%	<b>7.4%</b>
<b>Portugal</b>	10	10	8	7	9	10	10	4.1%	3.7%	<b>2.0%</b>
<b>Romania</b>	3	3	3	2	3	3	3	1.2%	1.1%	<b>3.8%</b>
<b>Slovakia</b>	2	2	1	0	0	0	2	0.8%	0.7%	<b>1.1%</b>
<b>Slovenia</b>	0	2	2	2	3	2	3	0.0%	1.1%	<b>0.4%</b>
<b>Spain</b>	26	25	29	28	27	28	24	10.8%	8.9%	<b>9.1%</b>
<b>Sweden</b>	8	9	10	10	10	12	12	3.3%	4.5%	<b>2.0%</b>
<b>The Netherlands</b>	9	10	12	13	11	12	10	3.7%	3.7%	<b>3.3%</b>
<b>United Kingdom</b>	25	27	24	27	26	21	15	10.4%	5.6%	<b>12.9%</b>
<b>Grand Total</b>	<b>241</b>	<b>252</b>	<b>262</b>	<b>256</b>	<b>257</b>	<b>259</b>	<b>269</b>	<b>100%</b>	<b>100%</b>	<b>100.0%</b>

Table 12: Distribution of AD management staff by nationality and compared to each country's share of EU population



## 13 ANNEXES

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### 13.1 ANNEX 1: Staff typology

#### 1. STATUTORY STAFF

The employment conditions of staff members employed by the EEAS are governed by the Staff Regulations of Officials (SR) or the Conditions of Employment of Other Servants of the European Union (CEOS). The CEOS apply to Officials, Temporary Agents, Contract Agents, Local Agents and special advisers. These staff members are referred to as statutory staff.

**Officials (FO)** are appointed by the EEAS after they have passed a competition or selection procedure under Article 29(2) SR and are assigned to permanent establishment plan posts for an undetermined period of time.

**Temporary Agents (TA)** in the EEAS are essentially staff seconded from national diplomatic services of the Member States contracted to fill temporarily permanent establishment plan posts in the EEAS (Article 2 (e) CEOS);

**Contract Agents (CA)** are contracted by the EEAS and assigned to jobs not covered by the establishment plan:

- to carry out manual or administrative support service tasks for either a determined or undetermined period of time (Article 3a(a) CEOS);
- in Representations and Delegations of Union institutions (Article 3a(d) CEOS);
- to replace certain absent Officials or Temporary Agents or to perform duties other than those referred to in Article 3(a) CEOS for a period of maximally three years (Article 3b CEOS).

**Local Agents (LA)** (Article 4 CEOS) are employed by the EEAS for manual or service duties and are working in places outside the European Union, according to local law. Local staff is assigned to posts not covered by the establishment plan.

#### 2. NON-STATUTORY STAFF

In addition to statutory staff, the European Commission and the EEAS also employ non-statutory staff. The legal basis for employment contracts between the EEAS and non-statutory staff members is different from the legal basis for staff covered by the Staff Regulations or the Conditions of Employment of Other Servants. The employment conditions of non-statutory staff members are governed by national laws and regulations in force in the place of employment. Non-statutory staff (Agents under national law) are assigned to jobs not covered by the establishment plan and most contracts expire after a fixed period of time.

Persons other than those mentioned above are related to the EEAS through their professional activity, directly or indirectly. They collaborate with the EEAS outside the context of an employment contract with the EEAS and, hence, are not EEAS staff.

Some of them (trainees) have an individual contract, as opposed to an employment contract, with the EEAS. Some are contracted by an employment agency or belong to a national administration and

are subsequently seconded to the EEAS. Some are not remunerated. Others receive an allowance or grant on top of the salary they receive from their employer. For example:

**Seconded National Experts (SNE)** are employed by a national administration and seconded to the EEAS.

**Junior Professionals in Delegations (JPD):** The EEAS and the Commission have deployed from March 2013 a programme for Junior Professionals in Delegations. The aim of the programme is to enable graduates from Member States of the EU to gain first-hand experience in the work of the Delegations. The basic principle is of one EEAS Junior Professional per Member State. The legal basis for the recruitment of JPDs is the Joint Decision of the European Commission and the High Representative of the EU for Foreign Affairs and Security Policy of 12 June 2012 establishing a High Level Traineeship Programme in the EU Delegations in Partnership with the EU Member States, EEAS DEC(2012) 009/02.

**Trainees** sign individual contracts with the EEAS. The overall purpose of all traineeships is to enable trainees to learn about EU policies and EEAS's activities.

**Service providers** are contracted by a private company and carry out specialised outsourced tasks, in particular in the area of information technology.

**Interim Staff** is contracted by job agencies and deliver services to the EEAS to replace absent staff or to carry out short-term duties for a maximum of six consecutive months.

## 13.2 EU Delegations

### AMERICAS

- ARGENTINA
- BARBADOS\*
- BOLIVIA
- BRAZIL
- CANADA
- CHILE
- COLOMBIA
- COSTA RICA
- CUBA
- DOMINICAN REPUBLIC
- ECUADOR
- EL SALVADOR
- GUATEMALA
- GUYANA
- HAITI
- HONDURAS
- JAMAICA\*
- MEXICO
- NICARAGUA\*
- PARAGUAY
- PERU
- TRINIDAD AND TOBAGO
- UNITED STATES
- URUGUAY
- VENEZUELA

### MULTILATERAL DELEGATIONS TO INTERNATIONAL ORGANISATIONS:

- ADDIS ABABA (AFRICAN UNION)
- GENEVA (UN)
- GENEVA (WTO)
- NEW YORK (UN)
- PARIS (OECD/UNESCO/ANDORRA/MONACO)
- ROME (FAO/HOLY SEE/SAN MARINO/ORDER OF MALTA)
- STRASBOURG (COE)
- VIENNA (UN/IAEA/OSCE)

\* Regional Delegations (without dependent regionalised Delegation)

\*\* EU Offices

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### EUROPE & CENTRAL ASIA

- ALBANIA
- ARMENIA
- AZERBAIJAN
- BELARUS
- BOSNIA AND HERZEGOVINA
- FYROM
- GEORGIA
- ICELAND
- KAZAKHSTAN
- KOSOVO\*\*
- KYRGYZSTAN
- MOLDOVA
- MONTENEGRO
- NORWAY
- RUSSIA
- SERBIA
- SWITZERLAND\*
- TAJIKISTAN
- TURKEY\*
- UKRAINE
- UZBEKISTAN

### MIDDLE EAST & NORTH AFRICA

- ALGERIA
- EGYPT
- IRAQ
- ISRAEL
- JORDAN
- LEBANON
- LIBYA
- MOROCCO
- SAUDI ARABIA\*
- SYRIA
- TUNISIA
- UNITED ARAB EMIRATES
- WEST BANK AND GAZA STRIP\*\*
- YEMEN

### AFRICA

- ANGOLA
- BENIN
- BOTSWANA
- BURKINA FASO
- BURUNDI
- CAMEROON
- CAPE VERDE
- CENTRAL AFRICAN REPUBLIC
- CHAD
- CONGO
- CONGO, DEMOCRATIC REP
- DJIBOUTI
- ERITREA
- ETHIOPIA
- GABON\*
- GAMBIA
- GHANA
- GUINEA
- GUINEA-BISSAU
- IVORY COAST
- KENYA
- LESOTHO
- LIBERIA
- MADAGASCAR\*
- MALAWI
- MALI
- MAURITANIA
- MAURITIUS\*
- MOZAMBIQUE
- NAMIBIA
- NIGER
- NIGERIA
- RWANDA
- SENEGAL
- SIERRA LEONE
- SOMALIA
- SOUTH AFRICA
- SOUTH SUDAN
- SUDAN
- SWAZILAND
- TANZANIA
- TOGO
- UGANDA
- ZAMBIA
- ZIMBABWE

### ASIA & PACIFIC

- AFGHANISTAN
- AUSTRALIA
- BANGLADESH
- BURMA/MYANMAR
- CAMBODIA
- CHINA
- FIJI\*
- HONG KONG\*\*
- INDIA\*
- INDONESIA\*
- JAPAN
- KOREA
- LAOS
- MALAYSIA
- MONGOLIA
- NEPAL
- NEW ZEALAND
- PAKISTAN
- PAPUA NEW GUINEA
- PHILIPPINES
- SINGAPORE
- SOLOMON ISLANDS\*
- SRI LANKA\*
- TAIWAN\*\*
- THAILAND
- TIMOR-LESTE
- VIETNAM

### 13.3 ANNEX 2: EEAS Organisational Chart

