



# Generation 2004

## Newsletter no.15

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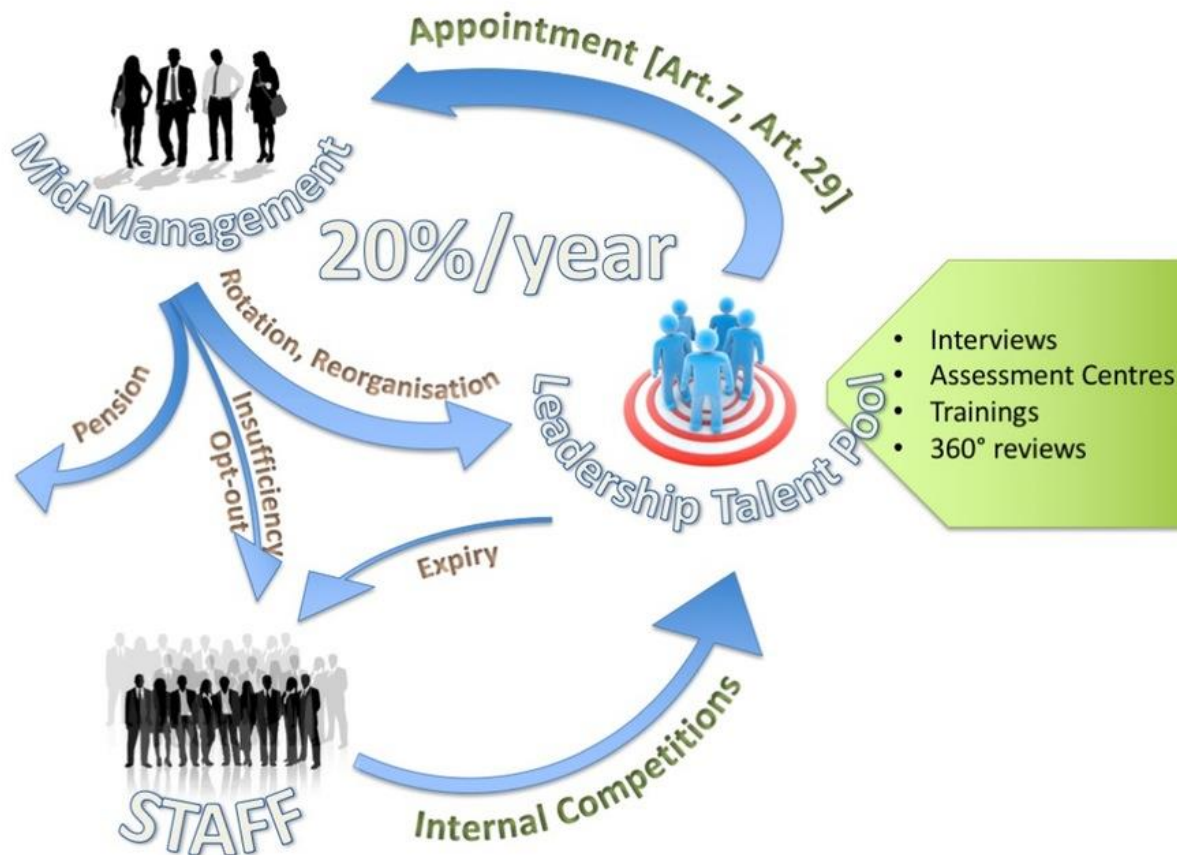
***....and finally...***

## **Build a new management culture – don't stop half way!**

There is an increasing awareness in the European Commission that it needs to develop and display a modern management culture, able to meet the demands of a modern working environment and suited to mobilise all available resources. While DG HR hastily has tabled a bundle of measures to foster mobility within mid-management and increase transparency in recruitment, its proposal falls short of sending appropriate signals regarding a real change. It is full of half-hearted promises which suffer under too many and too unspecific reservations and it conveys the spirit that some slight adaptations will suffice where in fact a new start would be indicated.

Generation 2004 has highlighted this need since years and tried from the very start to constructively influence to the discussion. The fact that our proposals were largely ignored made us develop them into our own fully fledged proposal which we are proud to present and which we consider more than just an alternative to HR's proposal as it goes much beyond by integrating talent management and management mobility through a well maintained Leadership Talent Pool (LTP) and a regular Mid-Management Mobility Market (4M).

See graph below. Our full-fledged proposal can be found [here](#).



## Turning the Social Dialogue upside down

It's surely a no-brainer that in today's world staff in large organisations is consulted regularly on all matters affecting working conditions, well-being and careers. Luckily, times are long gone when managers could behave like Louis 14th and get away with it. So in principle at least, we should be happy about the situation in the European Commission where the Social Dialogue is even enshrined in the Staff Regulations. But we are not.

The Social Dialogue in the Commission is dysfunctional at best and a mere fig leaf at worst. When making this judgement, Generation 2004 is not so much concerned about the style of the meetings between staff and administration. It should go without saying that such meetings need to be properly prepared, that documents should be circulated timely, that minutes need to be taken, and that, of course, everybody needs to apply a certain degree of self-discipline when taking the floor. New recruits learn that on day two.

What worries us it that the Social Dialogue usually starts at a point in time when almost everything has already been decided, when legal documents have been drafted and services been consulted. In other words, when it is already much too late to change the substance of what is at stake. As a consequence the Social Dialogue is often reduced to haggling about commas and terminology, rather than problems and solutions.

An unrivalled highlight in this regard was provided by former HR Commissioner Šefčovič who managed to transmit his proposals for salary adjustments to the European Parliament before even talking to staff. (Generation 2004 had proposed a lump sum increase at the time but was not even deemed worthy of an answer ...).

Interestingly, these habits are in stark contrast to the practice in law making in other areas where every major piece of legislation is preceded by green and white papers, lengthy consultations with stakeholders and considerable communication efforts before anything is put on the table.

Hand in hand with the rather unfortunate timing of the Social Dialogue goes the unwillingness of the administration to underpin its own proposals by a thorough and evidence-based analysis of the problem, possible solutions and an assessment of their impacts (as requested for many other pieces of EU legislation in the context of better regulation).

A case in point is the recently started concertation on talent management. To be sure, there is some talent in the Commission lying idle, but there is also plenty of talent that is not rewarded appropriately and therefore frustrated, and hence there is a lot that can arguably be improved. But apart from a cursory reference to some survey results, an in-depth analysis is conspicuously absent from the proposals.

Instead it seems as if talent can only be found from AD12 upwards with the first measures focusing on the mobility of HoUs and, yes, on creating a parallel career track for Advisers. Perhaps one of the latter should have informed HR that much of the frustration among colleagues has to do with the fact that the principle of equal pay for equal work is being violated day in day out, be it because AST colleagues do AD work (and now see their possibilities for certification being curtailed), be it because AD colleagues have the responsibilities of an AD 12 and the salary of an AD 5, be it because their hard-earned external experience that is a perennial source of their outstanding performance and out-of-the-box thinking has never been recognized in terms of their entry grade or promotion speed.

Had the administration done what was mandatory under the 2004 SR, namely to report regularly on the career equivalence between pre and post 2004 staff, it would have known already long ago where some of the real problems are. Alas, this opportunity has been missed once again because of the inertia (to say the least) of DG HR, and despite Commissioner Georgieva's apparent genuine will to address the real issues.

Interestingly, it seems that the social dialogue completely bypasses the political level. Commissioner Georgieva launched the debate on talent management and initially sounded quite ambitious on what she wanted to achieve. What do we get after the senior management of DG HR has fiddled with the concept for 6 months? A proposal to boost the careers of a few hundred high ranking ADs and the possibility for AD8s to apply to HoU positions (which is not really new and, in any case, is devoid of any career incentives). The Commissioner's initial ambition has all but vanished in the black hole of DG HR.

A Social Dialogue worthy of its name therefore needs a complete overhaul. Above all, it needs to start much earlier, focusing on the problems that need to be addressed rather than on legal technicalities. It needs to reach a common understanding of the issues before any solution can be discussed. The political level needs to maintain pressure on the administration to come out of the current gridlock. After all, this is what a real dialogue is all about.

If the Commission continues to bungle this fundamental principle of any modern organization in obvious disdain of the legitimate interest of a 99% of the staff and if it continues to deepen the staff divide on spurious arguments of so-called talent residing against all evidence only within the ones that have already been privileged, we predict a future of this organization that will be more than dire, that will threaten the very fundamentals of its mandate.

## **Promotions: Article 90 template available to all staff**

In the previous years G2004 has supported members but also colleagues irrespectively of their trade union affiliation in defending their rights in the framework of promotions exercise. We promised to do the same this year and we deliver. For those of you who did not find their names in the list of promoted officials for 2015 we offer our support in their article 90 appeals.

In our December newsletter, we already gave you some details about the administrative side of the process. [Here](#) you will find a fresh template for the complaint. We pulled together solid legal argumentation based on the general flaws of the current practice of promotions but it is up to you to add all the necessary elements to individualise your complaint and to adapt sections highlighted in yellow in the template. If you need additional advice, we are here to help. Don't hesitate to contact our team.

## Essentials about internal competitions

Rumours are spreading around about Internal Competitions and you probably feel excited about this opportunity approaching. Whether you are an Official, a Temporary Agent or a Contract Agent, wait to read this article before opening the bottle of champagne!

### Eligibility criteria?

The eligible population for this competition will be staff members (Officials + TA + CA) which, at the closing date of the notice of competition have:

- At least 3 years of experience in the EC (all kinds of contracts cumulated)
- worked for at least 1 year in the EC
- have worked for at least 6 months in the FG of the completion or higher



### Grades of competition?

This competition will only cover 3 grades: SC 2 – AST 2 – AD 6.

In practice, for Contract Agents this means that FG III can only run for SC2, FG III for AST 2 and FG IV for AD 6. And officials – sorry, but most of you are out, as only some SC 1, AST 1 and AD 5 are eligible.

### Selection process?

	Preselection	Selection
<b>SC2</b>	CBT EPSO	Interview
<b>AST 2</b>	CBT EPSO	Interview + structured presentation (EC policy)
<b>AD 6</b>	CBT EPSO	Interview + structured presentation (oral briefing on a specific topic)

### Numbers?

The final agreed number of laureates will be 75, on a total eligible population of 3494 staff members.

This will mean: **35** posts for **SC2**, **20** posts for **AST 2** and **20** posts for **AD 6**.

### Estimated calendar?

February / April 2016: publication of competition's notice + EPSO registration

May / July 2016: Interviews

September 2016: Publication of the reserve list

It is obvious that this exercise will certainly be a success just for some few lucky ones. Bear in mind that the administration is keen to invite to interviews 4 TIMES the number of foreseen laureates for each grade and - to add insult to injury - has not confirmed that the necessary financial resources will be available in 2016 or 2017 to absorb all laureates.

G 2004 took an active stance during the discussions to underline once again that the process is lacking strategic political vision and determination to change the situation of Contract Agents. At the same time it is yet another lost opportunity to address the post2004 problem, in particular for the many overqualified ASTs who were deliberately left out.

..... *and finally*



**G2004 message song of the month** (*with kind permission*) – now click [here](#) sit back, turn up the volume and listen well (P.S. don't forget to work for an extra 5 minutes 28 seconds before you go home today).

Got any ideas for the G2004 newsletter? [Send](#) them along (with "Newsletter" in subject), together with any letters, articles, poems .... and other assorted forms of expression.

If you identify with what you have read, and share our objectives, **please give us your support TANGIBLY by becoming a member.** [Click here](#)

Whilst **Generation 2004** is the home of **EVERYONE** who believes in equality, justice and solidarity, it is

✓ *the natural home of ALL staff recruited after 01 May 2004*

*and de facto,*

✓ *the natural home of ALL staff recruited from the "new" (2004+) Member States*

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