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2018 election Manifesto For European Commission Staff in EU-Delegations

1. Career development for all staff categories.
2. Equal pay for equal work: End the “caste” system.
3. EU institutions internal job market open to all staff.
4. Fair promotion rates for staff in delegations.
5. Verify the capabilities of managers via 360° assessments.
6. Restore an inclusive and fair annex X.
7. Local agents should benefit from revamped conditions.
8. Ensure a proportional and fair representation of staff from outside the EU in ‘social dialogue’.
9. Propose fit at work measures in delegations.
10. Put an end to open-floor offices.

VOTE LIST 2!



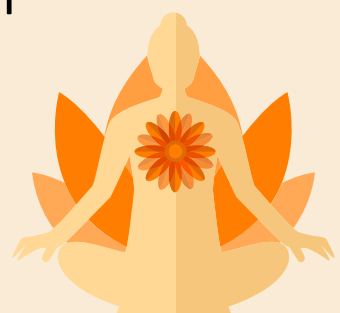
Far from sight far from heart

Colleagues working in EU Delegations face additional challenges compared to those in headquarters. The entitlements in Annex X of the Staff Regulations were intended to keep employees motivated despite the difficulties. However, the reforms of 2004 and 2014 disproportionately worsened the working conditions in Delegations vis-à-vis those in the EU locations.

Local Agents (LAs) do not fall under the Staff Regulations even if some elements are applied by analogy. Their contracts are governed by their country's labour law. Despite the fact that LAs may do the same job as certain Officials and Contract Agents (CAs), they barely can develop in their careers and sometimes lack fair pension or reasonable healthcare provisions after retirement. In hardship countries, LAs are often left alone when problems occur. The United Nations or the World Bank seem to care more for their local staff than the EU. This is both unacceptable and counterproductive.

Many colleagues have strived to improve the unfair working conditions by voluntarily engaging in Staff Representation. But, as long as both the established Trade Unions and the Commission counterparts that lead the 'social dialogue', are dominated by the interests of the pre-2004 permanent Officials, there will not be any fair improvements for the rest.

This is why Generation 2004 and Solidarity, Independence and Democracy (SID) have decided to join forces to present a list for the elections of the "Hors-Union" staff committee.





The successive "deforms" of the Staff Regulations

The reform of the Staff Regulations of 2004—led by former British Commissioner Kinnock—resulted in the disintegration of staff categories. Since then, Officials recruited before 2004 obtain higher perks, and those after, get less, even though they are doing the same job. The trade Union Solidarity, Independence and Democracy (SID) denounced the negative impact of these reforms early on and Generation 2004 was specifically created to revert this unjustified and unfair redistribution of entitlements and workload.

Even more controversially, to maintain the higher entitlements of pre-2004 permanent Officials despite the budget cuts imposed by the Member States, the category of Contract Agents was created. This was done pretending that CAs were meant to undertake “non-core tasks”. In reality, CAs are also doing the job of Officials. In Delegations, CAs have been working as heads of section since the beginning and sometimes even act as *Chargés d'affaires*. However, this commitment to the institutions is neither rewarded nor does it warrant for any career development.

There are more than 600 officials, close to 1000 CAs and more than 2000 LAs working for the Commission in the Delegations, in charge of the management of billions of euros for EU projects and policies.

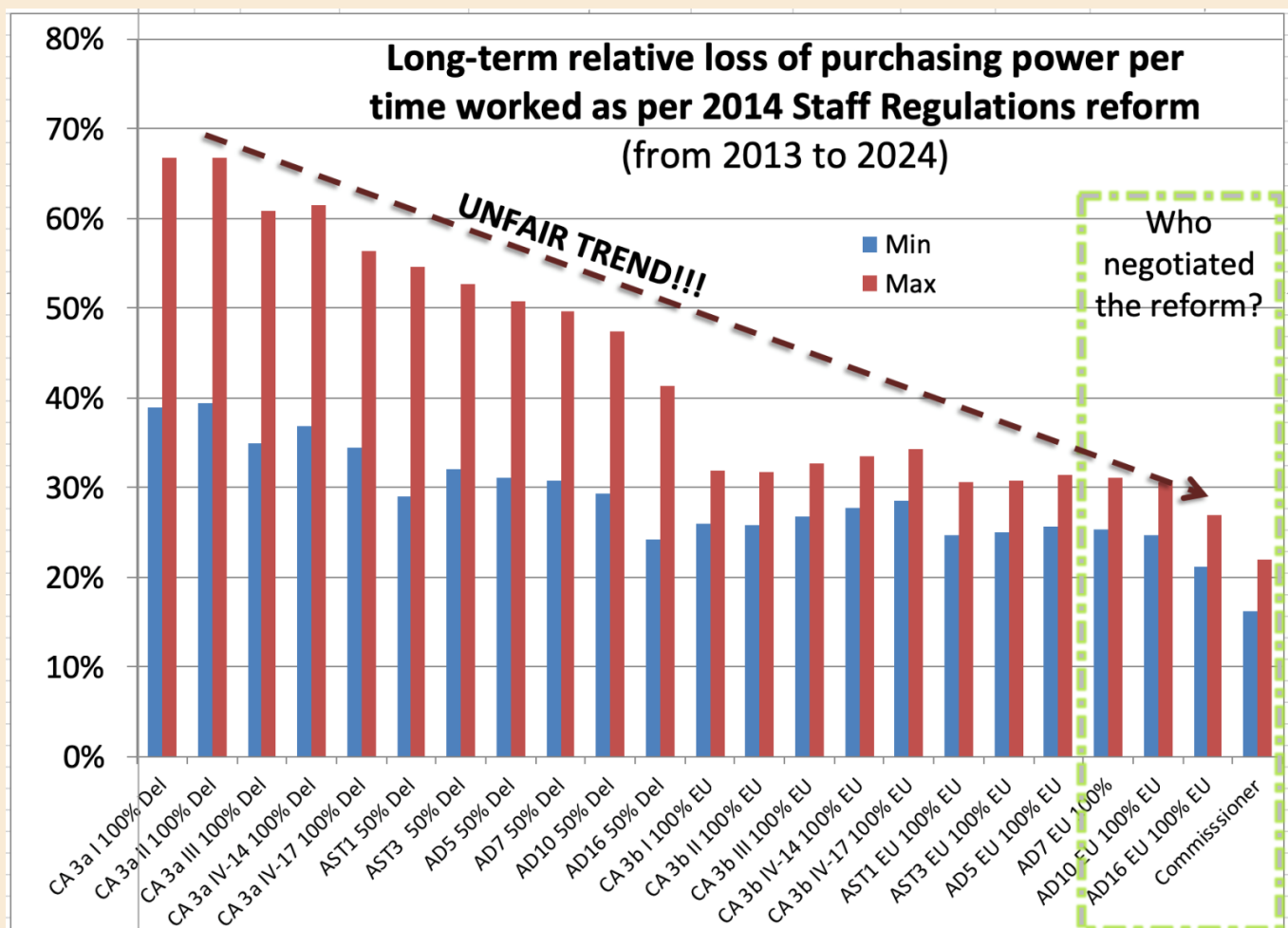
Fundamental values of the European Union:

- Human dignity
- Freedom
- Democracy
- **Equality** - Sorry, was cancelled in 2004!
- Rule of law
- Human Rights



The subsequent reform of the Staff Regulations of 2014, led by the Barroso Commission, further aggravated the injustice.

SID revealed that the weaker the staff category the higher the loss in purchasing power per hours of work: for instance, CA category II in Delegations outside the EU with children lost up to 67 % while the highest-level Officials in Headquarters, lost the least (no more than 30 %). This shows that the so-called **‘social dialogue’ was fundamentally biased in favour of pre-2004 high-level Officials working at headquarters**. For a second time, larger cuts were applied to the weaker staff categories. And those working in Delegations outside the EU were double hit given the additional and disproportionate cuts to Annex X of the Staff Regulations.





Generation 2004 in partnership with SID consider it a moral and ethical obligation that the European Public Administration be more cost efficient and effective. **The unequal distribution of the cuts has been unfair, unjustified and compromises the cohesion of staff and hence also compromises its functioning.** In that regard, the EU Mediator has confirmed an increase in harassment cases associated to tensions between staff categories. These tensions create managerial inefficiencies. CA and LAs often resign to join other International Organisations and Officials are less attracted by posts in EU-Delegations since 2014.

To redress the structural unfairness, both sacrifices and rewards have to be shared equitably. **If the EU institutions want to curb Euroscepticism, it must lead by example and demonstrate the benefits of solidarity among its staff. The EU must be an example of what it preaches and respect the ‘equal pay for equal job’ principle.**

The 5 levels of happiness in the Indian caste system (now abolished, maybe the EC should take a hint from India!!!)



The 2004 and 2014 Staff Regulation ‘reforms’ are known among staff as the ‘deforms’ due to the unfairness they have created. The extent of the unfairness is akin to a **‘caste’ system**. Increasingly, nationality and date of recruitment matter more than merit, qualification and professional expertise for career development. Effort and responsibility are often not rewarded. For instance, Officials at AD13 or AD14 level without management responsibilities are turned into Senior experts (already several tens of such positions have been opened in the delegations), while low grade ADs, ASTs and CAs, who



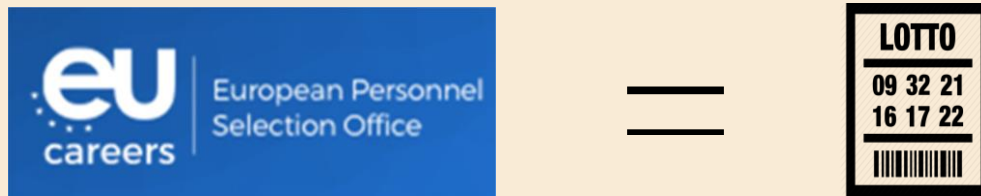
sometimes perform equivalent work, earn a salary that is 3 times lower.

One concession to CAs under the 2014 reform, was granting them **access to Internal Competitions**. Yet, the limitation to a maximum of 5 % of annual nominations to permanent Officials positions in each function group makes it as saturated as the Open Competitions. As a result, CAs in-house expertise, faithfulness and contribution to the service is not rewarded. In contrast, there are **generous internal competitions for Temporary Agents (TAs)** recruited as political appointees in Cabinets. There is also the **new scheme in Headquarters called the 'Junior Professionals Programme' (JPP)** under which up to 80 Blue-Book trainees (equivalent to 25 % of the annual recruitment of AD5 staff!) can get a TA contract for 2 years and then become Officials without passing any Open Competitions.



The only positive aspect of the JPP is that it shows that with political will, the Commission can allow for career development for anyone. The conditions in favour of Cabinet TAs and the JPP are unfair *vis-à-vis* both permanent Officials who made the effort to pass an external competition and Contract Agents. CAs in Delegations have passed EPSO Open Competitions (i.e. CAST 2007 and RELEX 2008), often have been Young Experts (JEDs) or Individual Experts in Delegations (ALATs) and have spent over a decade doing the job of Officials, but yet see the permanent Officials positions given to people with no experience because of unfair and arbitrary recruitment conditions.

Recruitment should be fair, methodically rigorous and based on expertise and merit rather than on political connections, nationality, or simply on being in the right place at the right time. In addition, **EPSO Competitions are based on flawed pre-selection tests.**



EPSO pre-selection computer-based tests (CBTs) are based on pseudo-science (a minimalistic commercial expression of psychometrics) and uses questions to test candidates that are poorly formulated. Further aggravating their quality, questions are translated to all official EU languages making it impossible to set the exact level of difficulty for all. The farce reaches unbelievable standards when questions cancelled by competition juries are systematically reused in later competitions. This explains why thousands of eliminated candidates are not allowed to access the questions used in EPSO pre-selection tests because they would demonstrate that too many are simply wrong. When CBTs are used to eliminate as many as 98% of candidates outright, a single wrongly formulated question suffices to disqualify a candidate.

Further, while EPSO's pre-selection tests are a lottery, the Assessment Centres are based on candidates' claims over their achievements (e.g. "I speak French proficiently" explained in English). Instead, skills should be tested. And to test them a problem is that, increasingly, CAs candidates are more experienced and qualified than their assessors. This is particularly pronounced in Specialists Competitions which involve mostly selection panel members who are not specialists, 50 % of them not being even remotely competent in the sector.



G2004 and SID consider that a 'new social contract' is necessary for Commission staff working in Delegations



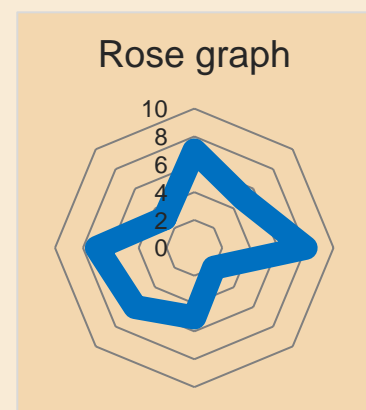
Here are our concrete demands:

**1. Career development for all staff categories:
From linear and time-based to
multidimensional and merit-based**

Not everybody has leadership or managerial skills. Yet, the almost exclusive form of career development in the EU institutions is ascending in the hierarchical ladder and this is reserved for Officials. CAs and LAs, despite doing Officials work, do not get any form of career development. Furthermore, most staff, including permanent officials, get promoted by virtue of being close to hierarchy. This is ineffective, unsustainable and demotivating.

Instead, institutions need staff that develop their focus and expertise on different dimensions requiring a variety of professional qualifications: some may focus on the depth of technical knowledge, others on the breadth and reach of policies, others on managing staff effectively, others on communicating well and reaching out, others in administering its functions well, etc...

Career development should reward staff in so far as they add value to the service in distinct, yet not less important ways. We suggest appraisal and career development using a rose graph that encompasses the rich and differing ways in which staff effectively contribute. The surface area of the polygon will be proportional to progress and hence promotion.



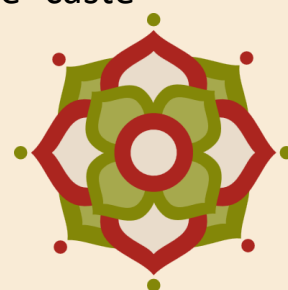


2. Equal pay for equal work: End the “caste” system

The principle ‘**equal pay for equal work**’, and not the old Indian caste system that inspired the design of this manifesto, must be enshrined in the future Staff Regulations when these are open again.

The Commission and the established and pre-2004 Trade Unions argue that modifying the Staff Regulations will open a Pandora’s box with risks for all staff. This argument was used in the past to impede any meaningful preparatory ‘social dialogue’ before the two previous reforms. By taking them by surprise, DG HR was then able to pass most of the cuts on the weaker staff categories. We will not let them fool us a third time! They are once more arguing that the Regulations will not be changed any time soon. Yet, some Member States (MS) are already calling on the Commission to "scrutinise" administrative expenditure. **MSs already complain, not surprisingly, about top-level Commission salaries, including about 2000 Officials at grade AD13 with no management responsibilities.** It is therefore increasingly clear that the question is not ‘whether’ the Staff Regulations will be modified but ‘how and when’ they will be modified. We have to make sure that this time weak staff categories are spared from any further cuts.

Eurosceptic parties would be delighted to reduce the salaries of all EU Officials down to CA salaries using the argument that CAs do Officials job at all levels. To prevent this radical scenario, all staff categories must stick together and push for a **new single and inclusive salary grid for all**. Next time the Staff Regulations are re-opened, CAs should be granted higher reclassification rates and the possibility to convert their contracts into permanent Official positions via internal competitions should be increased much beyond the current 5% cap. It is high time to call a spade a spade: the ‘caste system’ that is crippling the EU civil service cannot continue!





3. Eu institutions internal job market open to all staff

Following the disproportionate reduction of entitlements for staff working in EU Delegations, the Commission is now struggling to appoint Officials to hardship countries and to retain CA and LAs. While permanent Officials positions lie vacant, other categories (CAs and LAs) fill the gaps by doing their work but are denied career development.

CAs can now be appointed as Team Leaders (further confirming they do the job of Officials). But the Commission has not foreseen any serious reward for these additional responsibilities. Therefore, the Team Leaders positions do the opposite of any logical job market: instead of improving the job conditions to attract management staff, the Commission tries to further exploit CAs without compensation (i.e. trying to do more for less, they get less for more). **Team Leader positions should be advertised as Temporary Agent positions at grade AD9 level if they are to attract the necessary expertise for hardship posts. Similarly, permanent officials taking up these responsibilities should be rewarded in their careers.**

More structurally, the allocation of staff to jobs needs to be determined less by entitlement of the staff category and more by the specific skills and merit required (e.g. accrued by implementing specific tasks). In this internal job-market, LAs should also be allowed to become heads of sections (as many have *de facto* been doing for years).

An internal job market open to all staff categories would push staff to perform better and to gain new skills and hence to remain competitive. This would be as beneficial to the EU institutions as it has been to the European Member States economies.





4. Fair promotion rates for staff in delegations

Because staff in delegations is far from senior management in headquarters, the fate of hundreds of staff is decided by managers that have not even met them. Staff's merit and achievements are often unrecognised with corresponding penalisation in terms of promotions or certification procedures. We demand that the Directorate General (DG) for Human Resources (HR) ensures a fair career progression for Officials and that hardship should be further considered in granting career advancement.

5. Verify the capabilities of managers via 360° assessments

How billions of Euros are spent depends on whether managers in Delegations are fit for motivating and managing people rather than pushing empty files or bullying people. We request that the Commission makes it obligatory for all heads of section, cooperation and heads of Delegation to be assessed on the necessary managerial skills. In the case of a red light from the assessment such managers should be demoted for at least 2 years from their management jobs and would then need to pass another assessment, before being allowed to be reinstated as Heads.

As regards recruitment of new Heads of Delegation, we demand that a positive report from an independent assessment centre should be a prerequisite. Currently, the assessment centre report is a simple assessment of individual strengths and weaknesses and its results can be ignored by the DG concerned.

Working in a Delegation is like embarking on a four-year journey in a small vessel. The relationship between colleagues is essential for delivering. There are managers who repeatedly mismanage their staff yet get promoted given the detachment of the reporting officers responsible for appraisal and promotion. It is time for all managers, to be exposed to 360° assessment involving the feedback



of colleagues who actually know and who can technically comprehend their work. Such a measure would reduce the risk of psychological harassment in delegations.



6. Restore an inclusive and fair annex X of the Staff Regulations applicable to staff working in delegations

Annex X of the Staff Regulations was unfairly thwarted without proper ‘social dialogue’. The consequences have been counterproductive. Annex X, to be effective, needs to make working conditions at least equivalent to those at headquarters. For instance, the 2014 Staff Regulation ‘deform’ disproportionately cut **leave entitlements**. However, leave days need to be higher than in headquarters because of longer travel times and because staff working in delegations often need to spend several days in Europe for medical check-ups and other administrative formalities that they cannot carry-out remotely. We thus demand that **Staff in Delegations have a base allowance of 32 days of leave per year**, not just 24. Additional leave days are necessary to account for distance, jet-lag and hardship. Moreover, working on national bank holidays in exchange of additional leave should be allowed. Flexitime should be made more flexible: the official policy should be to allow recuperation up to 2 full days per month (instead of 1). Teleworking also needs to be generalised in delegations as soon as possible, in particular in case of situations of high workload linked to reporting and tendering, or difficult traffic conditions.

There is no good reason why the living conditions allowances (ICV–*Indemnités de Condition de Vie*) should be pegged to the basic salary. This further amplifies inequality in Delegations between people doing the same job. **The living condition allowances should be a lump sum for all staff in a given Delegation (e.g. based on an AD8 step 1 basic salary for all).**





Further, experience proves that an ICV ranging from 0 to 40% is not sufficient an incentive to motivate staff to work in really hard countries (e.g. South Sudan, Afghanistan, Yemen, etc). We suggest an **ICV from 0 to 80% of an AD8 step 1 basic salary.**

Staff in Delegations should be able to **receive the rental allowance as a lump sum.** Staff need more certainty over educational allowances and not being penalised in countries where education costs are much higher than in headquarters.

7. Local agents should benefit from revamped conditions

Local Agents should be allowed to choose the currency in which they are paid (e.g. Euros or local currency) in order to avoid the disastrous impact of currency fluctuations and local inflation on their standards of living.

The Commission pretends to be adapting the remuneration of LAs according to the cost of living, but very often does it so slowly that the adaptation comes too little too late. The future method for salary adjustments that will come into force in 2019 needs to be improved compared to the current one.

A proper annual promotion exercise should be organised with improved transparency. Decision criteria should be shared in advance with staff representatives.

The local taxation issues preventing local staff from reaching retirement age with preferable conditions should be solved instead of pushing them to resigning before the end of their career.

Local staff should be covered by the program of Security crisis measures.





Some of these measures will be achieved via the revision of the Local agent framework expected to come into force in January 2019. However, the implementation of this revision will need to be assessed in a timely manner and further measures may be necessary in the future.

In addition, further measures could be envisaged. For instance, priority could be given to Local Agents already in post when a new position opens in the delegation, instead of publishing the post simultaneously internally and externally.

Training is a recurring issue for Local Agents. Local/regional trainings could be organised to help them maintain and develop their professional skills. For those interested, why not offering them the possibility to work in another delegation in the region for a period of time?

8. Ensure a proportional and fair representation of staff from outside the EU in 'social dialogue'

The unacceptable bias in previous reforms favouring pre-2004 and HQ-based staff can also be seen in the fact that staff working outside the EU are under-represented in the so-called 'social dialogue'. The Staff Committee of the delegations (the so-called "extra-Community" section) sends only 3 full members and 4 alternate members to the Central Staff Committee where all statutory issues are debated with other staff representatives. The voting rights of staff in Delegations should be proportional to their demographics. Generation 2004 has tabled a proposal in that sense before the summer of 2018. It was put on the back-burner by DG HR while awaiting for the results of the elections but we will revive the proposal as soon as the elections are over. In addition, with immediate effect, **CLP-HU reps should be allowed to participate via video conference in all relevant committees and meetings held in Brussels.**





9. Propose fit at work measures in delegations

The 'fit at work' initiative is full of good intentions, some of which have materialised in HQ but nothing substantial has been proposed in Delegations. Given the positive effects of regular exercise on productivity and health, we suggest that 50 % of the time spent by staff exercising, up to 30 mins per day, may be counted as working time. For instance: 1 hour exercise every day from Monday to Friday, would count as $5 \times 30 \text{ mins} = 2.5 \text{ hours}$ of work. Walking and cycling to work should also count. Allocating working time to exercise would pay for itself as it would help improve productivity. The time spent exercising can be monitored by staff declaring it in Sysper's time recording module.

10. Put an end to open-floor offices: Say no to wasting EU citizens money

After three years of Open floor office at some EU Delegation, staff unanimously consider having lost 35 % productivity in average. The unavoidable differentiation of allocations of open and closed office (for those handling confidential documents) makes this arrangement a vector of inequality. To further improve productivity and cohesion, open floor offices should be avoided.



VOTE LIST 2

