

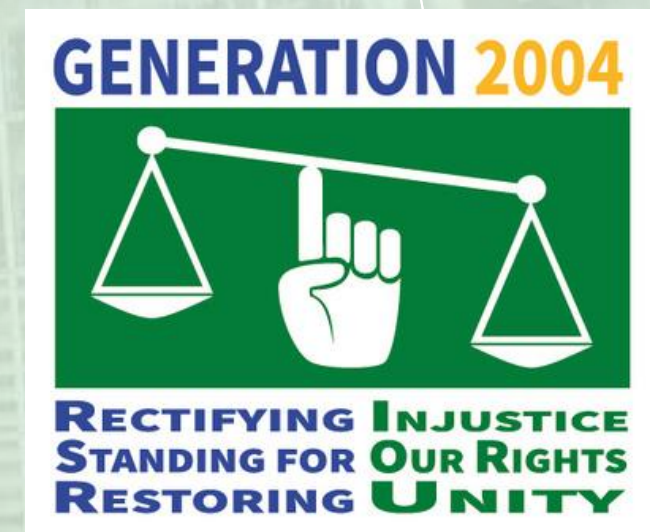
Generation 2004

**All-staff lunchtime conference
Large-Scale Review – make your views
heard!**

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Marilena-Silvia Lungu

16 October 2026

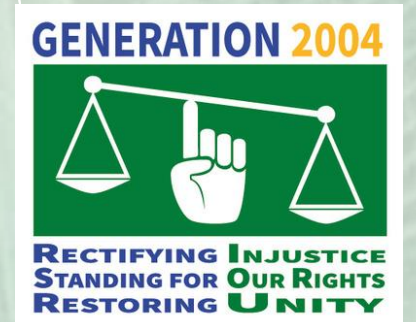


Timeline

- April 2025 large-scale review team starts work
- February and April 2026, Generation 2004 members of the Central Staff Committee (CSC) worked on broad recommendations
- 13 July, Commissioner Serafin, DG HR and the workstream leaders presented the recommendations
- 28 September, Generation 2004 and the other staff organisations met with Commissioner Serafin

Next steps

- report of the High-Level Group led by Ms. Day, expected in October
- Report to the President by the end of 2026



Debrief

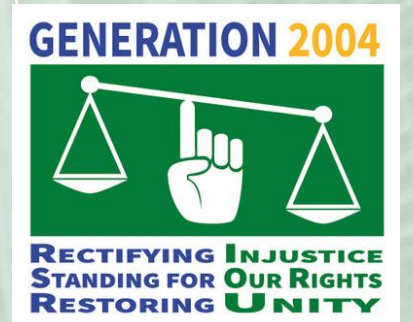
- the Commissioner is open to discussing with staff representatives
- not primarily a budget-driven exercise
- the current 1% annual redeployment not enough, need to free resources by stopping unnecessary tasks
- note the tendency to save money
- measures to help staff remain vague
- Administration is only about 6% of the EU budget

Generation 2004 position

- balanced, constructive, but firm position
- support the objectives of the exercise of making the Commission more effective, attractive, agile and future proof
- should be achieved within the current staff regulations
- without undermining staff rights, working conditions, job security, or career prospects
- protect institutional memory, expertise, and equal treatment across all staff categories
- social dialogue must take place before any crucial decisions affecting staff

Recommendations from the Central Staff Committee and Generation 2004

- **Purpose, values, and leadership**, the Commission's values should be reflected in everyday working procedures, promotion decisions, workload management and managerial behaviour
- We propose a structured “values test” for future reforms, stronger mechanisms for staff feedback, and explicit recognition of social dialogue, wellbeing, health and safety, multilingualism, and fundamental rights
- **Leadership**, we emphasise people management, accountability, and inclusive leadership. We recommend formal leadership programmes, regular 360-degree assessments, mandatory management training, and clearer consequences where leadership standards are not met
- recognition of “technical leadership,” so that experts can progress without necessarily moving into management. We welcome very much that this recommendation is accepted by DG HR and the work stream leaders' recommendations. should be achieved within the current staff regulations

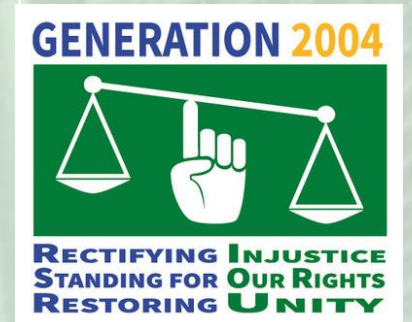


Recommendations from the Central Staff Committee and Generation 2004

- **Career development and talent retention** are strategic institutional priorities. We call for transparent and consistent career pathways, clearer promotion and rotation criteria, more structured pre-management pathways, and stronger recognition of mobility, upskilling, and additional responsibilities in career progression
- We highlighted the structural barriers affecting Contract Agents, AST and AST-SC staff, and temporary agents, including limited mobility, underused screening mechanisms, restrictive certification procedures, and insufficient access to internal competitions. We propose more regular and predictable internal competitions
- creation of a “Senior Professional Programme” for experienced staff
- On **talent acquisition**, we advocate of a new EPSO competition model, faster recruitment processes, more specialist competitions, stronger action on employer attractiveness, and more flexible teleworking arrangements

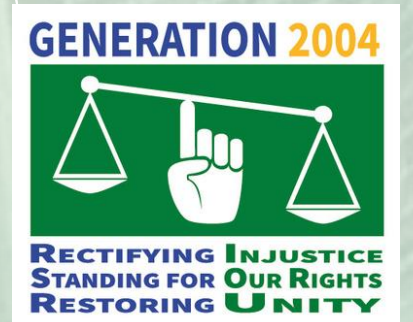
Recommendations from the Central Staff Committee and Generation 2004

- **Directorates-General, service models, Offices, agencies, and the Commission's presence in Member States**, reorganisation, centralisation, decentralisation or externalisation must be preceded by genuine social dialogue and must include staff impact assessments
- sceptical about outsourcing core services, it can weaken quality, increase long-term dependency on external providers and result in the loss of valuable institutional knowledge
- we highlight governance weaknesses in agencies and Joint Undertakings, including insufficient involvement by parent DGs, inconsistent social dialogue and difficulties in applying Commission rules
- call for stronger governance, fairer career opportunities in agencies, broader access to common Commission services, and better mobility between agencies and institutions
- for Representations, we support strengthening policy, communication, and HR capacities, improving support for staff in difficult locations, and better valuing the professional experience gained in Representations



Recommendations from the Central Staff Committee and Generation 2004

- **Collaboration**, we argue that it should be embedded through better tool consolidation, cross-DG mobility, joint project teams, regular unit meetings and stronger managerial accountability for information-sharing
- **Simplification**, support reducing unnecessary bureaucracy but strongly insist that staff must be active participants in the process and that simplification should not become a pretext for insecurity, permanent disruption, or hidden workload transfers. We identified staff-facing procedures such as leave, mission requests, training, and appraisals as priority areas for streamlining
- **Discontinuation and de-prioritisation**, recommend that resources freed up should as a rule remain with the service concerned, and that affected staff should receive redeployment opportunities, reskilling support, and clear transition pathways



Our red lines

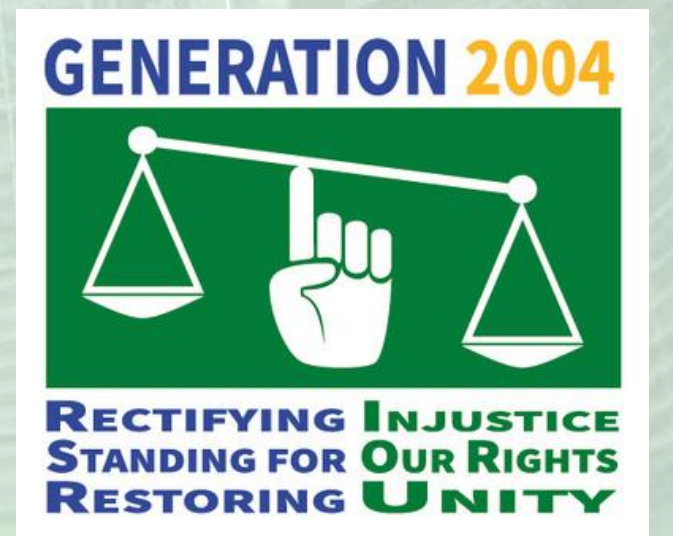
- Careers, internal competitions, merit-based progression and certification recognise experience and years of service, they are not privileges.
- Certification is written into the Staff Regulations and cannot be abolished by a simple decision.
- A forced cooling-off under the seven-year rule would break careers and, as the Court held in Picard, put pension rights at risk.
- Working conditions, notably open-plan offices, were left out of the review, and staff must be consulted.
- Any change to the Staff Regulations must follow the proper process, with staff representation at the table.

What is still open

- Whether internal competitions remain a genuine route for contract, temporary and AST staff.
- Whether certification is phased out, despite its basis in the Staff Regulations.
- The use of AI and the safeguards for staff.
- The cooling-off under the seven-year rule and its effect on pensions.
- The appeals reserve cut from 5% to 2%, and which DGs would benefit from the redistributed 3%.
- The future of structures and sites, and the working conditions.



Q&A



Thank you for your participation

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