



## ETF Staff Policy Plan

### **I - GENERAL OVERVIEW OF THE CURRENT SITUATION OF THE AGENCY**

The European Training Foundation (ETF) is an agency of the European Union based in Turin, Italy. It works with transition and developing countries to apply human resource development (HRD) strategies to socio-economic development. It functions as the EU's centre of expertise supporting education and training reform in the context of the EU external relations programmes<sup>1</sup>. As a centre of expertise, it is the focus for international debate, a point of reference for the wider community and at the centre of a group of renowned organisations, individuals and networks with related interests. In order to achieve its mission and function, the ETF deploys and recruits experts from multiple disciplines capable of handling complex and multidimensional topics in a team environment, in order to create new knowledge, insight and solutions.

#### **1. Own tasks and requirements – current situation**

a) Description of the agency, its mission and programme tasks (see annex VI – comparison of tasks table)

ETF's founding regulation is being recast in line with the changes to the EU's external relations policies and instruments. It's revised objective is likely to be to contribute, in the context of EU external relations policies, to the improvement of human resources development, in particular education and training in a lifelong learning perspective, and related labour-market issues in the countries eligible for support under the Instrument for Pre-Accession Assistance (IPA)<sup>2</sup>; the European Neighbourhood and Partnership Instrument (ENPI)<sup>3</sup> with the possible inclusion of other countries by decision of the Governing Board on a proposal of the Commission.

The ETF's revised functions are expected to be to:

- Provide information, policy analysis and advice on human resources development issues and their links to sector policy objectives in the partner countries;
- Support relevant stakeholders in partner countries to build capacity in human resources development;
- Facilitate the exchange of information and experience among donors engaged in human resource development reform in partner countries ;
- Support the delivery of Community assistance to partner countries in the field of human resources development;

<sup>1</sup> The ETF was established by Council Regulation No. 1360 in 1990 to contribute to the development of education and training systems in EU partner countries.

<sup>2</sup> Commission proposal COM(2004) 627 final of 29.9.2004

<sup>3</sup> Commission proposal COM(2004) 628 final of 29.9.2004

- Disseminate information and encourage networking and exchanges of experience and good practice between the European Union and partner countries and amongst partner countries on human resources development issues;
- In collaboration with the Commission, assist in the monitoring and evaluation of the overall effectiveness of training assistance to the partner countries;

ETF's draft Mid-term perspectives 2007-2010 (adopted by ETF Governing Board on 21 November 2006) proposes the following tasks for the agency:

- *Contributing to the enlargement process by supporting the modernisation and reform of education, labour market and training systems in candidate and potential candidate countries*
- *Contributing to prosperity and development in the European Neighbourhood through cooperation and partnership in human resource policy development and implementation*
- *Contributing to economic and development cooperation in human resource development in Central Asia*
- *Supporting the European Commission and partner country policy development through innovation and learning.*
- Continue providing high quality support in the implementation and finalisation of the third phase of the Tempus Programme in full compliance with Commission priorities and standards and within the ETF regulatory framework.<sup>4</sup>
- Developing its communication capacity to contribute to the development and recognition of the ETF as a centre of expertise supporting human resources development within the context of the EU external relations programmes.
- Adapting its organisational processes and way of working to the new environment created by the new external assistance instruments. This will include aligning the ETF's management and internal control systems and its core business of working with transition and developing countries to apply human resource development strategies to socio-economic development.

In order to achieve the above activities, ETF will need to adapt its staff policy in the following ways (as adopted in principle by its Governing Board of 21 November 2006):

- The development and implementation of a human resources policy, within the EU public administration regulatory framework, to provide ETF stakeholders with a highly professional and responsive staff of relevantly-qualified experts with track records of achievement who are credible to other experts in the international community, continuously up to date on new developments and able to produce thoroughly-researched 'new knowledge' for the wider community;
- The support to knowledge management and development aiming at making the ETF an effective learning organisation able to transfer and implement knowledge and innovations to create sustainable solutions by working in collaboration with external experts, organisations and stakeholders;

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<sup>4</sup> Please note that Commission services are currently discussing a potential successor programme to the third phase of Tempus. The present phase will expire at the end of 2006 and revised planning assumptions anticipate that during 2008, the management of Tempus technical assistance will be undertaken by the Executive Agency for Education, Audiovisual and Culture in Brussels. This is in contradiction with previous planning assumptions presented of ETF and, when details will be known, will probably ask ETF to redimension the objectives it had previously aimed at for 2008.

b) 2006 Establishment plan and posts filled at 31.12.2006 (current grades) and 2007 Establishment Plan.

| FUNCTION GROUP                      | GRADE | Establishment Plan 2006 | TAs in Post occupied on 31/12/2006 | Establishment Plan 2007 |
|-------------------------------------|-------|-------------------------|------------------------------------|-------------------------|
| AD                                  | 16    |                         |                                    |                         |
|                                     | 15    | 1                       |                                    | 1                       |
|                                     | 14    | 2                       | 1                                  | 2                       |
|                                     | 13    | 1                       |                                    | 1                       |
|                                     | 12    | 7                       | 7                                  | 7                       |
|                                     | 11    | 15                      | 15                                 | 15                      |
|                                     | 10    | 11                      | 2                                  | 11                      |
|                                     | 9     | 4                       | 7                                  | 4                       |
|                                     | 8     | 11                      | 10                                 | 11                      |
|                                     | 7     | 2                       | 4                                  | 2                       |
|                                     | 6     |                         | 2                                  |                         |
|                                     | 5     |                         | 1                                  |                         |
| <b>Sub-total Function Group AD</b>  |       | <b>54</b>               | <b>49</b>                          | <b>54</b>               |
| AST                                 | 11    |                         |                                    |                         |
|                                     | 10    | 1                       |                                    | 1                       |
|                                     | 9     | 2                       | 3                                  | 2                       |
|                                     | 8     | 6                       | 4                                  | 6                       |
|                                     | 7     | 11                      | 7                                  | 11                      |
|                                     | 6     | 12                      | 11                                 | 12                      |
|                                     | 5     | 10                      | 5                                  | 10                      |
|                                     | 4     | 4                       | 3                                  | 4                       |
|                                     | 3     | 3                       | 6                                  |                         |
|                                     | 2     | 2                       | 2                                  |                         |
|                                     | 1     |                         | 4                                  |                         |
| <b>Sub-total Function Group AST</b> |       | <b>51</b>               | <b>45</b>                          | <b>46</b>               |
| <b>TOTAL TA posts</b>               |       | <b>105</b>              | <b>94</b>                          | <b>100</b>              |

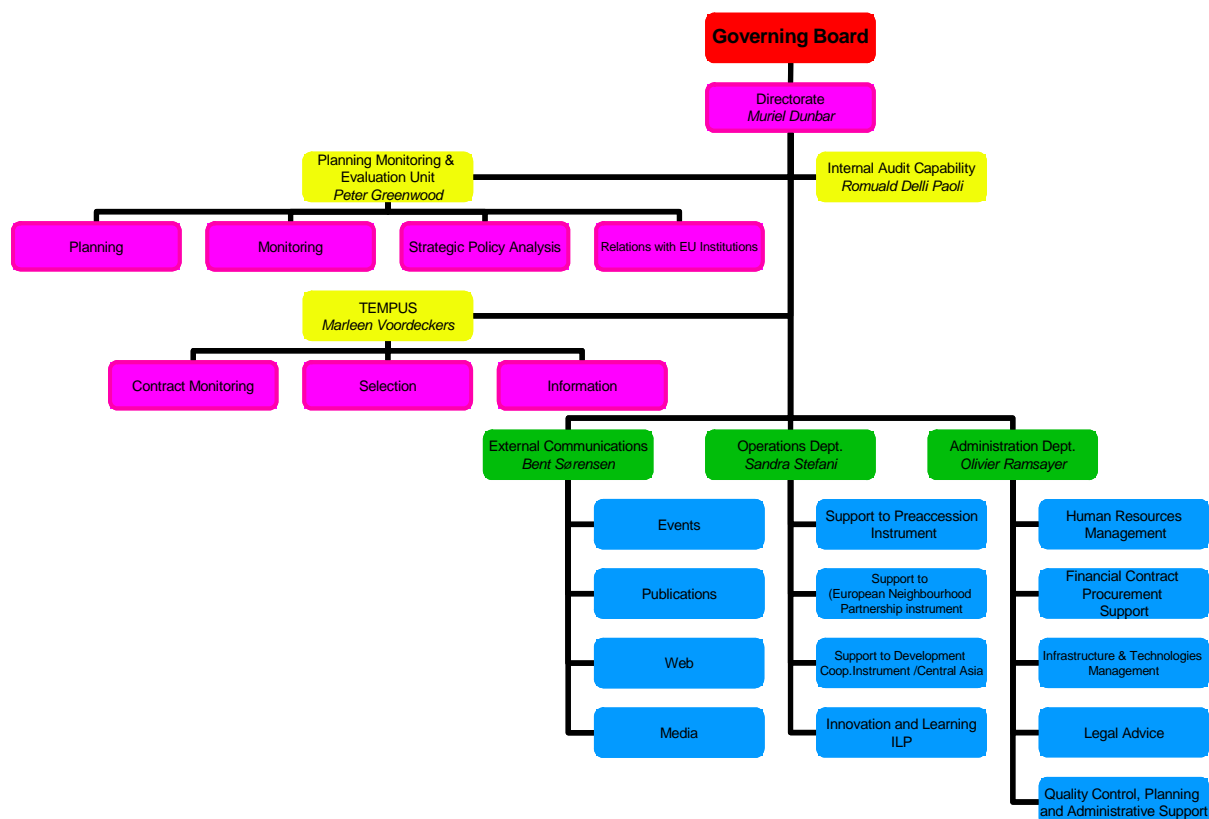
On 31 December 2006, 94 of the total of posts in the Establishment Plan are occupied. Due to the impending end of Tempus Technical Assistance at the ETF over the coming period (precise modalities still being defined by the European Commission), some staff members from Tempus Department have already ended their service and those related vacant posts have not been filled back by Temporary Agents but Contract Agents, when relevant. This largely contributes to the fact that on 31 December 2006 not all the posts in the Establishment Plan are occupied. In addition, in late 2006, 6 recruitment procedures for temporary agents (2 Thematic experts, 3 Thematic Senior experts and 1 assistant accounting officer) were ongoing and nearing completion.

c) Current annual staff-related expenditure, in absolute terms and as percentage of overall annual expenditure.

| Title 1                                | Initial 2006 budget | 2006 % of total | Initial 2007 budget | 2007 % of total |
|--|---------------------|-----------------|---------------------|-----------------|
| Temporary Agents salaries & allowances | 10,063,900          | 52%             | 10,317,000          | 52%             |
| Contract/Auxiliary agents              | 904,700             | 5%              | 1,300,000           | 7%              |
| Local Agents                           | 250,000             | 1%              | 200,000             | 1%              |
| Other Title 1 costs                    | 1,538,200           | 8%              | 2,002,000           | 10%             |
| <b>Title 1 total</b>                   | <b>12,756,800</b>   | <b>66%</b>      | <b>13,819,000</b>   | <b>70%</b>      |
| Title 2                                | 1,688,000           | 9%              | 1,745,000           | 9%              |
| Title 3                                | 5,005,200           | 26%             | 4,136,000           | 21%             |
| <b>Total Titles 1+2+3</b>              | <b>19,450,000</b>   | <b>100%</b>     | <b>19,700,000</b>   | <b>100%</b>     |
| <b>Earmarked Revenue</b>               |                     |                 |                     |                 |
| Title 4                                | 965,408             |                 | p.m                 |                 |
| Title 5                                | 4,864,567           |                 | p.m                 |                 |
| Title 6                                | 1,663,599           |                 | p.m                 |                 |
| <b>Total Titles 4+5+6</b>              | <b>7,493,574</b>    |                 | <b>p.m</b>          |                 |
| <b>Grand total (all titles)</b>        | <b>26,943,574</b>   |                 | <b>19,700,000</b>   |                 |

*Other Title 1 costs include, amongst others, costs for missions, meetings and training. Earmarked revenue for 2007 is not yet defined.*

d) Organisation and organigramme with indicators of Sectoral responsibilities



## **2. General presentation of the staff policy followed by the ETF**

### **a) Type and number of staff required to fulfil the missions and tasks**

The Establishment Plan of the ETF has for the last years remained stable with regard to the total number of posts, except in 2006 when one new post as temporary agent has been added in order to provide the Agency with an internal audit capacity.

Following the adoption on 7 June 2006 by the ETF Governing Board of the ETF general implementing provisions governing the procedures on recruitment and use of contract agents, the ETF has received clearance on 21 November 2006 by its Governing Board to adapt the authorised number of Temporary Agent posts in the Establishment Plan from 105 to 100 and to recruit Contract Agents to reinforce its administrative and support related capacity so to free Temporary Agents for more senior, conceptual and supervisory tasks (ETF-GB-06-027). Of the 100 posts in the Establishment Plan for the year 2007, 54 posts are in category AD and 46 in the AST category.

Due to the impending end of Tempus Technical Assistance activities over the coming period (precise modalities still being defined by the European Commission), some staff members from Tempus Department have already ended their service and those related vacant posts, when relevant, have been filled by Contract Agents.

2007 being the first full year where ETF has procedures in place for both the recruitment and use of Temporary Agents and Contract Agents, ETF will follow a policy recruiting Contract Agents for execution tasks of an administrative and technical support nature while Temporary Agent positions will be used for posts classified AST 4 and above (exceptionally) having a supervisory and technical nature. No Temporary Agent recruitment at grades AST1 to AST 3 will be launched any longer as the functions typically reserved to these grades will be covered by Contract Agents.

Twenty three contract agents are employed by the ETF on 31 December 2006: they reinforce capacities both in specific technical areas and in support functions, they replace absent Temporary Agents (maternity, parental leave...), and as mentioned above, they ensure continuity of Tempus Technical Assistance activities. Out of those 23, 4 are former Local Agents staff on indefinite contracts who became Contract Agents on 1 May 2005. These former Local Agents were re-graded in Function Groups II and III and are on indefinite contracts as per article 2 of the Annex to the Conditions of Employment of Other Servants (CEOS). Remaining Contract Agents have been recruited in Function Groups II – IV largely to ensure continuity of Tempus Technical Assistance activities during its phasing out period. In addition, the ETF employs 3 Local Agents who refused the offer made to them as per article 2 of the Annex to the CEOS.

As the EU reference centre of expertise for its area of technical competences, and as an efficient and professional EU public administration body, the ETF requires technically qualified staff with specialist knowledge and experience for its activities. This also for staff working in administration (finance, procurement, informatics, human resources etc) since, in many cases, there is only one member of staff to cover each specific activity. It is of the utter importance to have staff with broad knowledge and experience in the respective fields of work and with relevant competency profile.

b) Type and number of posts, job titles, duration of employment, grade corresponding to the tasks and functions (explanation of the frame I of the annex)

See annex I – List of posts

c) Recruitment policy in regard to the different types of employment

#### *Selection procedure for Contract Agents*

The selection procedure for contract agents is laid down in the ETF general implementing provisions governing the procedures on recruitment and use of contract agents adopted by the ETF Governing Board, in line with article 110 of the Staff Regulations (see annex III).

#### *Selection procedure for Temporary Agents*

The selection procedure for Temporary Agents followed by the ETF is laid down in the recruitment procedure for Temporary Agents currently in force at the Agency. The current procedure, which is largely similar to the one for Contract Agents, will be replaced by a new Implementing Rule on the engagement and use of Temporary Agents (under preparation, in accordance with article 110 of the Staff Regulations).

Current recruitment procedure includes the following main steps:

- Setting up of a Recruitment Assessment Board (RAB) representing the recruiting Unit/Department, HR Unit and Staff Committee representative that has to be approved by the Director;
- Drafting of the vacancy notice by the RAB and approval by the Director before publication;
- Publication of the vacancy notice at least on the website of the ETF and on the EPSO website fixing eligibility and selection criteria, indicating amongst other things the type and duration of contract and the recruitment grade;
- Pre-screening of candidates' CVs on the basis of eligibility criteria mentioned in the vacancy notice is performed by HR Unit staff;
- Screening of eligible candidates on the basis of CVs according to selection criteria mentioned in the vacancy notice is performed by the RAB;
- Invitation of selected candidates for interview and written tests covering the specific competences in the area of expertise, general aptitudes and language abilities;
- Assessment of candidates by the RAB who then proposes a short list of successful candidates to the Director. The reserve list of most suitable candidates is established by the Director;
- All candidates who participated in the interviewing process are informed in writing on the result of the selection procedure.

*Grade and Function Group corresponding to the tasks and to the level of the post*

### **TEMPORARY AGENTS (2a) - Long-Term\***

Temporary Agents, who will take up posts having a long term perspective, will be normally recruited at the levels indicated below taking into account, in particular, the job market for the specific job profiles concerned.

- AST 4 and above (exceptionally) for Assistants/Senior Assistants where specific deep technical knowledge is required (posts such as IT officers, budget officer, HR officer, project assistants ...)
- AD 5 to AD 7 for posts such as experts
- AD 9 for managers.

NB: It is planned not to recruit Temporary Agents at level AST1 to AST3 anymore as execution functions normally performed at those levels will be ensured by Contract Agents

### **TEMPORARY AGENTS (2a) - Short-Term\***

The contract of the Director is short-term and the corresponding Function Group and Grade is AD 14.

Short-term Temporary Agents at the level of Senior Experts will be recruited at the level of AD 9.

NB: Both for Long-Term and Short-Term Temporary Agents, recruitment at grade AD 9, and above in exceptional cases, shall remain within the limits of 20% of recruitments per year (averaged over five years) for long-term employment within the Agency. Middle management (as defined in the EC draft model implementing rule on middle management) is not part of the 20% restriction.

### **CONTRACT AGENTS (3a) - Long-Term and Short-Term\***

The recruitment Function Groups and grades for Contract Agents are as follows:

- FGI for archivist, mailing and mass copy support staff (manual and administrative support tasks)
- FGII for Secretaries and administrative, Financial, HR, IT etc.. support (clerical and secretarial tasks)
- FGIII for Administrative, Financial, HR, IT and Project Assistants... (executive technical tasks)
- FGIV for Senior Assistants (administrative, advisory tasks)

Rules on grading of Contract Agents are laid down in the ETF general implementing provisions governing the procedures on recruitment and use of contract agents adopted by the ETF Governing Board, in line with article 110 of the Staff Regulations (see annex III).

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\* As defined in the EC guidelines on Staff Policy

*Duration of employment (short-term or long-term)*

**Long-term Temporary Agents** are normally offered an initial contract of three years, renewable for another fixed period of normally of up to 3 years. As per article 8 of the Conditions of Employment of Other Servants (CEOS), renewals for a second prolongation will be of an indefinite character. All renewals of contracts are subject to a thorough examination of the performance (including conduct and efficiency) and are in line with the Director's interim HR Management Strategy published in September 2005. The main principles are as follows:

Staff on fixed term contracts are expected to have evidence through their Performance Appraisal reviews of not just delivering an adequate quality of work, but of having developed their competences during their time with ETF, having engaged in the development of the part of ETF in which they work and having the potential for further career development within ETF. Staff must still be able to compare favourably with potential external candidates for the same post.

A high level of performance is not the only consideration that is taken into account when deciding on extension of contract however, as the continuing need for those skills which the member of staff holds is also considered.

Renewals also depend on available budgetary provisions and ETF planned needs for the future.

The contract of the Director is **short-term**. It is offered for a time period not exceeding five years with a possibility of one renewal for another five years limited period.

The posts of Senior Experts in the field of ETF core mission will be short-term. Senior Experts recruited through procedures launched from 2007 onwards, will be offered contracts of employment for an overall time period of up to 10 years split as follows: up to five years as initial contract with a possibility of one renewal for a maximum of five years.

**Long-term Contract Agents** are offered a contract of up to 5 years, renewable for another fixed period of up to 5 years. Further renewal may lead to prolongation of an indefinite character in line with article 85 of the CEOS and the related ETF Implementing Rules. All renewals of contracts are subject to a thorough examination of the performance (including conduct and efficiency) and are in line with the Director's interim HR Management Strategy published in September 2005 (see details in the point above on Long-term Temporary Agents). Renewals also depend on available budgetary provisions and ETF planned needs for the future.

**Short-term Contract Agents** are offered a contract whose duration depends on the reason for their recruitment. Their contract duration shall be limited to the duration of the particular situation that leads to their recruitment (replacement of staff in maternity or parental leave, extra workforce or specific expertise needed etc...). If the duration of the particular situation that leads to their recruitment extends, their contract may be extended in line with article 85 of the CEOS and the related ETF Implementing Rule.



d) Career profiles in regard to the different types of employment

*Evaluation and promotion or reclassification*

The ETF has a Performance Appraisal System (PAS) based on a yearly exercise. Each staff member has his/her objectives fixed at the beginning of the year N by his/her Line Manager and/or Team coordinators. These objectives can be revised in the course of the year in case of needs. Each staff member shall have at least twice-yearly meetings with his/her line manager. At the beginning of the year N+1, all staff members do a self-assessment of their performance in relation to the objectives set for the year N. The respective Line Managers and/or Team coordinators review those self-assessments and make their own analysis and comments. Staff members can add additional comments and those evaluation reports are then passed to the Head of HR and then to the Director. Copy of the completed PAS duly signed by all actors is finally sent to each staff and the original is filed in their respective personal file. Staff members are made aware that any complaint can be dealt with in accordance with article 90 of the Staff Regulations.

On the basis of those PAS, including recommendations or not from respective line managers, and of pre-defined criteria (i.e outstanding performance, commitment etc.), the promotion board proposes to the Director a short list of staff members to be promoted. The Director takes decision on the basis of the recommendations from the promotion board and taking into account the limits authorised by the agency's establishment plan and budget.

The latest promotion procedure dates back February 2006 and the decision on the promotion scheme dates back February 2000 (pre-dating the 2004 revision of the Staff Regulations) and was approved by the ETF Governing Board. A new decision in accordance with the model proposed by the Working Group (representing DGADM and Agencies) on implementing rules for reclassification rules applicable to Temporary Agents is under discussion.

e) Statistics and general orientations to promote equal opportunities and concrete measures planned in order to ensure equal treatment among staff members, in particular between men and women

The ETF adopted in September 2005 a policy on equal opportunities (see annex IV).

Over the years the number of female staff employed in the AD function increased to nearly reach the same number of male staff. In addition, end 2006, the ETF has 9 staff member with managerial function, level AD (Head of Department/Units): 5 are female staff members against 4 male staff members.

As far as compatible with quality of recruitment, considerations of gender balance are taken into account.

However, the imbalance that can be noted is amongst Assistants where male staff members are under represented. Although the ETF is committed to increase the number of male staff members employed in the AST function group, it has to be noted that applications for AST positions are largely from female candidates.

f) Mobility policy in regard to the different types of employment

*Mobility within the agency*

The ETF has adopted in June 2006 an internal mobility policy (see annex V).

*Mobility among agencies (Interagency Jobmarket)*

The ETF disseminates its vacancy notices to the other agencies and publishes the vacancy notices of other agencies as a basic principle.

The ETF plans to take part in the interagency job market in accordance with the agreement between agencies to be signed in this respect (draft under discussion). The basis of the Agency's participation in the interagency job market is to offer possibilities of mobility to staff in agencies by assuring a continuation of careers and grades.

*Mobility between the agencies and the institutions*

The ETF has no post of Officials and mobility is not applicable to Temporary Agents. Contract Agents to which mobility applies have only been recently engaged and therefore no useful statistics can be provided.

Nevertheless, recruitment of Temporary Agents/Officials from other agencies/institutions and recruitment of ETF Temporary Agents by other agencies/institutions are roughly balanced. Two major parameters have an influence on these flows:

1. The Impending end of Tempus Technical Assistance and the likely transfer of the function to another agency (which has created and is likely to create an exceptional departing flow);
2. The age of the agency which is a mature one and by its size can only offer limited development perspectives to its staff while larger agencies which have been recently created are actively recruiting experienced staff from other agencies including ETF

### **3. Various types of employment deriving from the analysis of the tasks and requirements of the agency**

As a general preamble, it has to be noted that staff currently employed are covered and remain covered by the contractual conditions and perspective offered to them.

#### **a) Temporary agents on long term employment.**

The criteria of the ETF in the identification of the post as being of a long-term duration is the following: for posts covering tasks of a permanent nature (administration, operations, managerial related functions) in order to safeguard continuous expertise in the specific area/group

For tasks of a permanent nature at a secretarial and junior administrative assistance level (FG AST 1 to AST3) no further recruitment will take place as Temporary Agents for those levels. Currently employed staff at those levels may nevertheless be renewed in line with the HR Interim Management Strategy (see details on page 7). When one of these positions becomes vacant, unless Internal Mobility takes place, it will be replaced by a Contract Agent position.

It is therefore expected that the current balance between Temporary Agents AD and AST staff will evolve in time. This can already been seen in the Establishment Plan for 2007 in Annex (minus 5 AST posts at the lowest grades) and in pre-draft Establishment Plan for 2008 (minus 4 additional AST).

All posts in the Establishment Plan are included in annex II. Senior Experts positions (AD9) recruited through procedures launched from 2007 onwards, will be identified as short term, as is the Director post.

b) Temporary Agents on short term employment

The post of Director is renewable once for a fixed period and hence is considered short term. Future recruitment of Senior Experts at AD9 level from procedures launched from 2007 onwards, will be considered as short-term. This will lead to a regular (up to 10 years) input of new expertise in coherence with the Mid-Term Perspective adopted in principle by the Governing Board and expected ETF evolving mandate.

c) Contract Agents on long term employment

The criteria of the ETF in the identification of the post as being of a long-time duration is the following: for posts covering tasks of a permanent nature (administrative or operational support tasks) in order to safeguard continuous support in general administrative or operational areas to Temporary Agents

d) Contract agents on short term employment

The ETF criteria used to identify contract agents for short term employment are the following:

- Reinforcement of capacities in areas of work needing staff within a specific area of expertise for a limited time period or where long-term requirement has not yet been defined.
- To work with specific, time limited projects.
- Reinforcement of existing capacities in support functions when necessary.
- To fill gaps during long-time absences.

Out of the 23 Contract Agents that are in post on 31/12/2006, 14 are of a short term nature. This short term duration is partly linked to:

- the implementation of Tempus Technical Assistance by ETF which is due to come to an end in 2008,
- the replacement of absent staff (who would have been replaced by Auxiliary staff prior to the enter into force of the New Staff Regulations),
- fixed-term tasks.

## **II - OVERVIEW OF THE SITUATION OVER NEXT THREE YEARS**

The development of the ETF multiannual Staff Policy Plan is driven by five main principles:

- Phasing out of Tempus Technical Assistance activities in 2008
- Phasing in of a broaden thematic mandate within renewed external relation policies
- Introduction of Contract Agents category
- Average turnover of 10 staff members per year with replacement in line with the Staff Regulations and related implementing rules and policy expressed in this paper
- Forecast rate for reclassification/promotion of 10% of all staff as long as compatible with the limits authorised by the agency's establishment plan and budget.

### **1. Turnover due to retirement or termination of employment**

#### **a) Turnover in the agency because of retirement**

One person will reach the retirement age of 65 years during 2007, one during 2008, two during 2009 and one during 2010.

(Remark: the above mentioned figures reflect the maximum mandatory retirement age and alterations are possible due to individual staff decision to retire earlier).

#### **b) Turnover in the agency because of end of staff service (other than retirement)**

Based on historical trends, the ETF has estimated the number of end of services (other than retirement) to an average of 9% except between 2007 and 2008 when it shall be higher, in particular, due to the impending end of Tempus Technical Assistance activities at the ETF. Based on the statistics covering the last extended Mid Term Perspective period (2002-2006), it can be noticed that out of total end of services, roughly 1/3 were amongst AST category and 2/3 from AD category.

It has to be noted that, at any point in time, natural turnover is creating vacant posts of between 3 and 5% in the Establishment Plan. This corresponds to the difference between short notice period given by departing staff and the longer recruiting time needed especially for highly skilled staff already in employment at the time of job offer.

Despite the impending end of Tempus Technical Assistance activities related effect, the turnover in the ETF staff has tended however to slow down in 2006, but is likely to substantially increase in 2007 and 2008 due to the closure of Tempus Technical Assistance activities.

### **2. Career developments in the ETF: expected promotions and reclassifications**

To date, the average promotion rate has been 10% of all staff. It is therefore the basis for the forecast for the period 2007-2010, as long as compatible with the limits authorised by the agency's establishment plan and budget.

In addition to the above mentioned, it has to be noted that there is also the natural salary increment linked to the increase in step resulting from seniority that takes place automatically every 2 years.

### **3. Workload:**

End 2006, the Governing Board approved a Mid-Term Perspective for the period 2007-2010. Beyond the above mentioned end of Tempus Technical Assistance activities, this Mid-Term Perspective foresees a broadening of the scope of ETF objectives and activities.

ETF's objective will be broadened significantly from 2008 onward from contributing to the development of vocational training systems to contributing to the improvement of human resources development in partner countries.

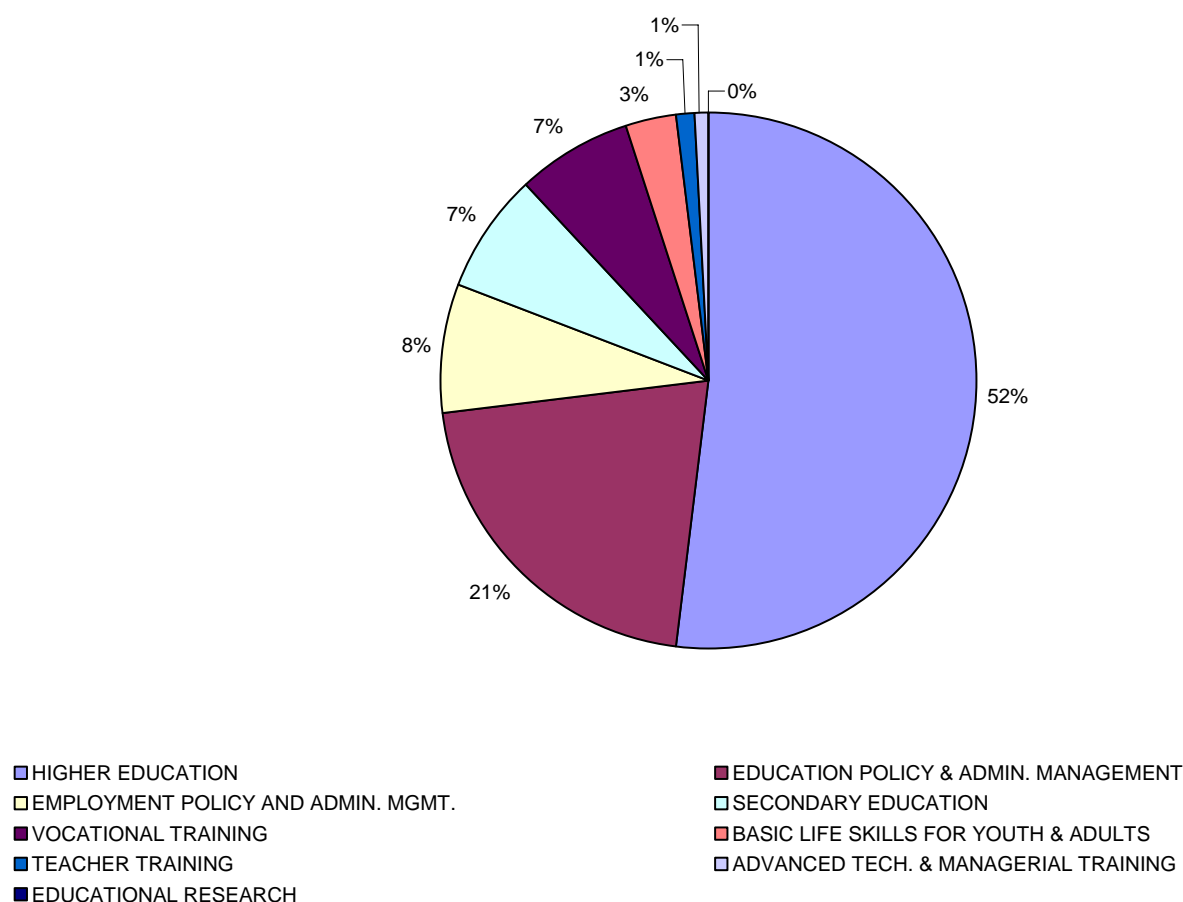
ETF's scope will be broadened from the training field, covering initial and continuing vocational training to human resources development including education and training in a lifelong learning perspective and related labour market issues. In order to provide expertise to partner countries across the spectrum of human resources development and labour

market, ETF will need to develop a broader range of expertise across Long Life Learning (LLL) spectrum.

ETF's main task will be broadened from the current focus on providing technical 'assistance in the definition of training needs and priorities' to providing a policy focus on 'information, policy analysis and advice on human resources development issues and their links to wider policy objectives in the partner countries. The provision of policy analysis in a broader field is expected to require higher qualified professional staff than the provision of technical assistance. As a recognised key success criteria in policy support is continuity of advice sustained over a mid term period (2007-2010), ETF needs to build internal expertise rather than rely on punctual short term consultants.

According to a report presented to the Governing Board in November 2005, on the basis of OECD-Dac figures, in 200-2004, vocational education and training represented only 7% of international aid effort in the field of education and training, whereas support in the field of education policy, management and employment policy represented some 30%. It can therefore be argued that the change in mandate will put ETF in a market that is four times bigger than its current field of activity.

**Sector distribution of ODA for LL in ETF partner countries (2000-2004 cumulative, millions of US dollars)**



#### **4. Consequences of 1., 2. and 3. on the number of staff in the agency for the next 3 years**

- The ETF is planning to have in 2007 98 long term Temporary Agent Posts and up to 2 short Temporary Agents post. The ETF will maintain the total number of AD Temporary Agents while reducing AST Temporary Agents.
- In 2007, as a consequence of selection procedures launched in 2006, it is planned to have 1 new AST5 (assistant accounting officer from 1/3/2007), 2 new AD7 (thematic experts) and 3 new AD9 (thematic senior experts). The future retiring staff members will be replaced in line with the Staff Regulations and related implementing rules and policy expressed in this paper. The adaptation of the planned 2008 Establishment Plan has been done in order to reflect these factors
- Due to the orientation of the Mid-Term Perspective and the expected ETF new mandate that will increase ETF needs of highly qualified experts in new fields, it is planned to recruit 3 AD 9 out of an estimated total number of recruitments of 12.
- The number of posts in 2007 is proposed to go down from 105 to 100 (minus 5 AST). In 2008, it is proposed to go down again from 100 to 96

On the one hand there will be the phasing out of Tempus Technical Assistance activities, but on the other hand the ETF will need to increase its workforce with highly qualified thematic experts in new fields, and therefore, no automatic budgetary savings can be assumed.

While details of the phasing out of TEMPUS technical Assistance activities remain largely to be defined, the anticipated requirements from ETF in its centre of expertise activities as exposed in the point 3 below would require ETF to adapt its Human Ressources as follow during 2008:

| <b>End 2007 expected TEMPUS Department Staffing level</b> |   | <b>End 2008 build up to match enlarged set of non TEMPUS activities</b>  |
|---|---|--|
| Temporary Agents<br>AD staff                              | <ul style="list-style-type: none"> <li>▪ 1 Manager</li> <li>▪ 5 Process Managers</li> </ul> | <p>To cover expertise needs linked to centre of expertise broaden mandate.</p> <ul style="list-style-type: none"> <li>▪ 5 Senior Thematic Experts as short term posts.</li> <li>▪ 3 Thematic Experts</li> </ul> <p>To ensure impact of ETF products to stakeholders:</p> <ul style="list-style-type: none"> <li>▪ 1 liaison officer placed in Bruxelles.</li> </ul> <p>To strenghten ETF capacity to manage change of financial management system</p> <ul style="list-style-type: none"> <li>▪ 1 project leader</li> </ul> |
| Temporary Agents<br>AST Staff                             | <ul style="list-style-type: none"> <li>▪ 4 Assistants / Senior Assistants</li> </ul>        | <p>To coordinate processes required by ETF operational activities:</p> <ul style="list-style-type: none"> <li>▪ 4 senior Assistants</li> </ul>   |
| Contract Agents<br>Fonction Group II <sup>5</sup>         | <ul style="list-style-type: none"> <li>▪ 6 Assistants</li> </ul>                            | <p>To support compliance with good administration standards :</p>  |

<sup>5</sup> In this category is included staff under different contractual situations performing tasks normally filled by Contract Agents FG II. i.e. Auxilliary agents CV II and local agents

|  |  |   |
|--|--|---|
| Contract Agents<br>Fonction Group III <sup>6</sup> | <ul style="list-style-type: none"> <li>6 Assistants</li> </ul>   | <ul style="list-style-type: none"> <li>8 assistants</li> </ul>  |
| Contract Agents<br>Fonction Group IV               | <ul style="list-style-type: none"> <li>1 Senior Assistants</li> </ul>  |   |
| Total  | <ul style="list-style-type: none"> <li>1 Manager (TA AD)</li> <li>5 Process Managers (TA AD)</li> <li>17 Assistants/Senior Assistants (TA AST, CA).</li> </ul> | <ul style="list-style-type: none"> <li>8 Experts/Senior Experts.</li> <li>2 Temporary Agents AD for process and liaison.</li> <li>4 Senior Assistants (TA)</li> <li>8 assistants (CA).</li> </ul> |

In addition, taking into account of the regular increase in the Italian weighting factor and yearly salary adjustment, the postponement of Tempus phasing out and repatriation (now planned only for 2008 with modalities still largely to be defined), the planned recruitments for 2007 to replace regular turnover and build up capacities for ETF revised mandate, an average forecast promotion rate of 10% of staff and the automatic increase in step, the Title 1 budget increase for 2007 will exceptionally be above the rate of inflation. It is planned to have a decrease from 2007 to 2008 and to come back to a more stable inflation rate of 2% from 2009 onwards. .

Planned staffing budget for Title 1 over coming years:

|                | 2007       | 2008       | 2009       | 2010       |
|----------------|------------|------------|------------|------------|
| <b>Title 1</b> | 13,819,000 | 13,266,000 | 13,940,355 | 14,219,541 |

Evolution:

|                   |           |     |          |
|-------------------|-----------|-----|----------|
| From 2007 to 2008 | - 553,000 | -4% | decrease |
| From 2008 to 2009 | 674,355   | 5%  | increase |
| From 2009 to 2010 | 279,186   | 2%  | increase |

### **III. ADAPTATION OF THE ESTABLISHMENT PLAN FOLLOWING THE STAFF POLICY DEFINED IN I AND THE EVOLUTION FORESEEN FOR THE NEXT 3 YEARS IN II**

Following: the staff policy as defined in I and the evolution for the next 3 years as foreseen in Annex II:

### **IV. SCHOOLING**

Turin has a s range of schooling opportunities at different levels. This is due in particular to the presence in Turin of the International Labour Office (ILO) activities predating the establishment of the ETF and to specific efforts made by the Italian Authorities.

Nevertheless, the schooling available in Turin does not cater sufficiently for all nationalities and this might be a barrier for staff in mid-career.

Amongst the schools of main interests, we can find the following three:

<sup>6</sup> Includes staff under Auxilliary Agents BV contract

Altieri Spinelli: international state school covering ISCED 0 to 3. In every grade of school, the teaching of languages is carried out by Italian state teachers and by English, French and German mother tongue advisors.

International School of Turin: private, college-preparatory school offering a complete academic program in English covering ISCED 1 to 3. The school's curriculum is international and leads to the completion of both the American college preparatory diploma and the International Baccalaureate (IB) Diploma.

Lycée Jean Giono: French school, covering ISCED 0 to 3 offering curricula in French and Italian

## **V. STATE OF PLAY OF IMPLEMENTING RULES ADOPTED BY THE AGENCY CONSISTENT WITH ITS STAFF POLICY**

By decision of the ETF Governing Board, the ETF applies by analogy all European Commission Implementing Rules until all specific provisions have been adopted by the ETF.

Until now, 18 Implementing Rules have been approved by the ETF Governing Board and adopted by the ETF. They are as follows:

| <b>N°</b> | <b>Description</b>  |
|-----------|---|
| 1         | Taking into account, for purposes of calculating pension rights, of periods of activity previously completed by staff before they resume active employment          |
| 2         | Transferring pension rights   |
| 3         | Transferring pension rights - Transitional measures   |
| 4         | Purchase of additional pension rights   |
| 5         | Granting the household allowance by special decision  |
| 6         | Persons to be treated as dependent children   |
| 7         | Determining the place of origin   |
| 8         | Family allowances to be paid to a person, other than the official, who has custody of one or more of the official's dependent children                              |
| 9         | Grant of the education allowance  |
| 10        | Travel expenses from the place of employment to the place of origin   |
| 11        | Parental leave  |
| 12        | Family leave  |
| 13        | Transitional measures required by the revision of the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Communities |
| 14        | Facilities for disabled persons   |
| 15        | Introducing implementing provisions on absences as a result of sickness or accident   |
| 16        | Leave on personal grounds for officials and unpaid leave for temporary and contract staff of the European Communities   |
| 17        | Outside activities and assignments  |
| 18        | Provisions governing the recruitment and use of Contract Agents   |

The implementing rule on part time has been sent late 2006 to DG Admin for approval.



## **Annexes**

**I - Staff Policy = type and level of employment corresponding to the tasks and the functions**

**II – Adaptations to the establishment plan in the first year (N) and indicative adaptations in the following years (N+1 and N+2)**

**III – ETF General Implementing Provisions on the Procedures Governing the Recruitment and Use of Contract Agents**

**IV – ETF Equal Opportunity Policy (Internal document available only in English)**

**V – ETF Internal Mobility Policy (Internal document available only in English)**

**VI – Comparison Table on ETF Tasks in 2006 – 2007-8**

## **Annex I**

### **Type and level of employment corresponding to the tasks and the functions**

## I - Type and level of employment corresponding to the tasks and the functions

| Department     | Current Org. Structure               | Current position                             | Contract | FG Grade | Total |
|----------------|--------------------------------------|--|----------|----------|-------|
| Administration | Administration                       | Head of Department                           | TA       | AD 11    | 1     |
|                |                                      | Secretary/Administrative support             |          | AST 1    | 1     |
|                |                                      | Secretary/Administrative support (missions)  | CA       | II 5     | 1     |
|                | Computer and Technical Services Unit | Head of Unit                                 | TA       | AD 11    | 1     |
|                |                                      | Systems administration & support coordinator |          | AD 9     | 1     |
|                |                                      | Software systems development officer         |          | AST 9    | 1     |
|                |                                      | Application support engineer                 |          | AST 7    | 1     |
|                |                                      | Systems support officer                      |          | AST 6    | 1     |
|                |                                      | Procurement and Finance Officer              |          | AST 5    | 1     |
|                |                                      | Administrative assistant                     |          | AST 3    | 1     |
|                |                                      | Administrative support                       | CA       | II 5     | 1     |
|                |                                      | IT helpdesk support                          |          |          | 2     |
|                | Content Management Team              | Team Coordinator/Project manager             | TA       | AD 8     | 1     |
|                |                                      | Library and documentation centre assistant   | CA       | III 9    | 1     |
|                |                                      | Correspondence handling agent                | LA       | AL/N2    | 1     |
|                |                                      | Mail office agent                            |          |          | 1     |
|                |                                      | Reproduction office agent                    |          |          | 1     |
|                | Finance Unit                         | Head of Unit                                 | TA       | AD 9     | 1     |
|                |                                      | Accounting officer                           |          | AST 9    | 1     |
|                |                                      | Finance officer                              |          | AST 7    | 1     |
|                |                                      | Finance officer                              |          | AST 6    | 1     |
|                |                                      | Financial & Administrative support           |          | AST 2    | 1     |
|                | Legal Services                       | Head of Legal Services                       | TA       | AD 8     | 1     |
|                |                                      | Procurement officer                          |          | AST 6    | 1     |
|                |                                      | Administrative assistant                     | CA       | III 8    | 1     |
|                | Human Resources Unit                 | Head of Unit                                 | TA       | AD 9     | 1     |
|                |                                      | Personnel administration officer             |          | AST 6    | 1     |
|                |                                      | Administrative assistant                     |          | AST 4    | 1     |
|                |                                      | Administrative assistant                     |          | AST 3    | 1     |
|                |                                      | Secretary/Administrative support             |          | AST 1    | 1     |
|                |                                      | Secretary/Administrative support             | CA       | II 5     | 1     |
|                |                                      | Secretary/Administrative support             | AUX      | C VII    | 1     |

| Department                  | Current Org. Structure | Current position                                     | Contract | FG Grade | Total |
|-----------------------------|------------------------|--|----------|----------|-------|
| Directorate                 |                        | Director   | TA       | AD 14    | 1     |
|                             |                        | Internal Auditor                                     |          | AD 7     | 1     |
|                             |                        | Administrative assistant/secretary                   |          | AST 7    | 1     |
| External Communication Unit |                        | Head of Department                                   | TA       | AD 11    | 1     |
|                             |                        | Publications manager                                 |          | AD 9     | 1     |
|                             |                        | Web manager  |          | AD 8     | 1     |
|                             |                        | Visits and Events officer                            |          | AST 8    | 1     |
|                             |                        | External communication officer                       |          | AST 6    | 1     |
|                             |                        | Publications officer                                 |          | AST 5    | 1     |
|                             |                        | Administrative assistant                             |          | AST 3    | 1     |
|                             |                        | Secretary/Administrative support                     |          | AST 2    | 1     |
|                             |                        |  |          |          |       |
|                             |                        |  |          |          |       |
| Department of Operations    |                        | Head of Department                                   | TA       | AD 12    | 1     |
|                             |                        | Country Manager                                      |          |          | 2     |
|                             |                        | Project Team Member                                  |          |          | 1     |
|                             |                        | Team Leader  |          |          | 1     |
|                             |                        | Country Manager                                      |          | AD 11    | 3     |
|                             |                        | Team Leader  |          |          | 5     |
|                             |                        | Team Leader / Country Manager                        |          |          | 1     |
|                             |                        | Team Leader / Country Manager / Regional Coordinator |          |          | 1     |
|                             |                        | Team Leader / Regional Coordinator                   |          |          | 1     |
|                             |                        | Country Manager                                      |          | AD 10    | 2     |
|                             |                        | Team Leader / Regional Coordinator                   |          | AD 9     | 1     |
|                             |                        | Country Manager                                      |          | AD 8     | 1     |
|                             |                        | Project Team Member                                  |          |          | 1     |
|                             |                        | Team Leader  |          |          | 1     |
|                             |                        | Country Manager                                      |          | AD 7     | 1     |
|                             |                        | Team Leader  |          |          | 2     |
|                             |                        | Project Team Member                                  |          | AD 6     | 1     |
|                             |                        | Team Leader  |          |          | 1     |
|                             |                        | Country Manager                                      |          | AST 9    | 1     |
|                             |                        | Country Manager                                      |          | AST 8    | 1     |
|                             |                        | Country Manager                                      |          | AST 7    | 1     |
|                             |                        | Project Assistant                                    |          |          | 2     |
|                             |                        | Procurement and Finance Officer                      |          | AST 6    | 2     |
|                             |                        | Project Assistant                                    |          |          | 1     |
|                             |                        | Administrative and Project Assistant                 |          | AST 4    | 2     |
|                             |                        | Administrative and Project Assistant                 |          | AST 3    | 1     |
|                             |                        | Budget Assistant                                     |          |          | 1     |
|                             |                        | Secretary/Administrative support                     |          | AST 1    | 1     |
|                             |                        | Administrative assistant                             | CA       | III 9    | 2     |
|                             |                        | Administrative assistant                             |          | III 8    | 1     |
|                             |                        | Secretary/Administrative support                     |          | II 4     | 2     |

NB

NB:

1 one these  
CA is out of  
earmarked  
revenue

| Department                                  | Current Org. Structure | Current position                            | Contract | FG Grade | Total |
|---|------------------------|---|----------|----------|-------|
| Planning, Monitoring<br>and Evaluation Unit |                        | Head of Unit                                | TA       | AD 12    | 1     |
|   |                        | Administrator                               |          | AD 8     | 1     |
|   |                        | Monitoring and evaluation officer           |          |          | 1     |
|   |                        | Specialist in VET systems                   |          |          | 1     |
|   |                        | Policy and systems development officer      |          | AST 8    | 1     |
|   |                        | Secretary/Administrative support            |          | AST 1    | 1     |
|   |                        | Secretary/Administrative support            | CA       | II 5     | 1     |
|   |                        | Secretary/Administrative support            |          | II 4     | 1     |
| Tempus Department                           |                        | Head of Department                          | TA       | AD 12    | 1     |
|   |                        | Information & Publications manager          |          | AD 11    | 1     |
|   |                        | Selection & Information manager             |          | AD 9     | 1     |
|   |                        | Tempus software development project manager |          |          | 1     |
|   |                        | Selection activities manager                |          | AD 8     | 1     |
|   |                        | Selection activities officer                |          | AD 5     | 1     |
|   |                        | Contract Monitoring Officer                 |          | AST 8    | 1     |
|   |                        | Country desk officer                        |          | AST 7    | 1     |
|   |                        | Country desk officer                        |          | AST 6    | 1     |
|   |                        | IT systems support officer                  |          |          | 1     |
|   |                        | Procurement and Finance Officer             |          |          | 1     |
|   |                        | Country desk officer                        |          | AST 5    | 2     |
|   |                        | Technical support assistant                 |          |          | 1     |
|   |                        | Administrative assistant                    |          | AST 3    | 1     |
|   |                        | Content Monitoring Officer                  | CA       | IV 16    | 1     |
|   |                        | Content Monitoring Officer                  |          | IV 13    | 1     |
|   |                        | Administrative assistant                    |          | III 9    | 1     |
|   |                        | Administrative assistant                    |          | III 8    | 3     |
|   |                        | Project selection assistant                 |          |          | 1     |
|   |                        | Secretary/Administrative support            |          | II 4     | 2     |
|   |                        | Country desk Assistant                      | AUX      | B V      | 1     |
|   |                        | Financial Assistant                         |          |          | 1     |
|   |                        | Financial Monitoring Assitant               |          |          | 1     |
|   |                        | Secretary/Administrative support            |          | C VII    | 2     |
| Grand Total                                 |                        |   |          |          | 126   |

Contract Agent, AUX = Auxiliary Agent, LA = Local Agent

## **Annex II**

**Adaptations to the establishment plan in the first year (N) and  
indicative adaptations in the following years (N+1 and N+2)**

| Grade                | Year N (2007)                      |                |                 |           |                    |            |            | Year N +1 (2008)               |               |              |               |                          |                  |                   |                                      |           |           |
|----------------------|------------------------------------|----------------|-----------------|-----------|--------------------|------------|------------|--------------------------------|---------------|--------------|---------------|--------------------------|------------------|-------------------|--------------------------------------|-----------|-----------|
|                      | Staff                              |                |                 |           | Establishment Plan |            |            | Staff evolution                |               |              |               | Organisational evolution |                  |                   | Establishment Plan                   |           |           |
|                      | Employed on 31.12.2007 (estimated) |                |                 |           | Approved           |            |            | Promotion / Career advancement |               | Turn-over    |               | New posts                |                  |                   | Requested (Provisional Draft Budget) |           |           |
|                      | Officials                          | TA - long term | TA - short term | Total     | Permanent          | Temporary  | Total      | TA Long term                   | TA short term | TA long term | TA short term | Permanent                | Temporary - long | Temporary - short | Permanent                            | Temporary | Total     |
| AD16                 |                                    | 0              | 0               | 0         |                    |            | 0          |                                |               |              |               |                          |                  |                   |                                      | 0         | 0         |
| AD15                 |                                    | 0              | 0               | 0         |                    | 1          | 1          |                                |               |              |               |                          |                  |                   |                                      | 0         | 0         |
| AD14                 |                                    | 0              | 1               | 1         |                    | 2          | 2          |                                |               |              |               |                          |                  |                   |                                      | 2         | 2         |
| AD13                 |                                    | 0              | 0               | 0         |                    | 1          | 1          |                                |               |              |               |                          |                  |                   |                                      | 1         | 1         |
| AD12                 |                                    | 8              | 0               | 8         |                    | 7          | 7          |                                |               |              |               |                          |                  |                   |                                      | 9         | 9         |
| AD11                 |                                    | 14             | 0               | 14        |                    | 15         | 15         |                                |               | -1           |               |                          |                  |                   |                                      | 13        | 13        |
| AD10                 |                                    | 2              | 0               | 2         |                    | 11         | 11         |                                |               |              |               |                          |                  |                   |                                      | 5         | 5         |
| AD9                  |                                    | 8              | 1               | 9         |                    | 4          | 4          |                                |               | -2           | +3            |                          |                  |                   |                                      | 6         | 6         |
| AD8                  |                                    | 9              | 0               | 9         |                    | 11         | 11         |                                |               | -1           |               |                          |                  |                   |                                      | 10        | 10        |
| AD7                  |                                    | 9              | 0               | 9         |                    | 2          | 2          |                                |               | +2           |               |                          |                  |                   |                                      | 8         | 8         |
| AD6                  |                                    | 1              | 0               | 1         |                    | 0          | 0          |                                |               |              |               |                          |                  |                   |                                      | 0         | 0         |
| AD5                  |                                    | 1              | 0               | 1         |                    | 0          | 0          |                                |               | -1           |               |                          |                  |                   |                                      | 0         | 0         |
| <b>Total AD</b>      |                                    | <b>52</b>      | <b>2</b>        | <b>54</b> |                    | <b>54</b>  | <b>54</b>  | <b>5</b>                       |               | <b>-3</b>    | <b>3</b>      | <b>0</b>                 | <b>0</b>         | <b>0</b>          |                                      | <b>54</b> | <b>54</b> |
| AST11                |                                    | 0              | 0               | 0         |                    |            | 0          |                                |               |              |               |                          |                  |                   |                                      | 1         | 1         |
| AST10                |                                    | 0              | 0               | 0         |                    | 1          | 1          |                                |               |              |               |                          |                  |                   |                                      | 1         | 1         |
| AST9                 |                                    | 3              | 0               | 3         |                    | 2          | 2          |                                |               |              |               |                          |                  |                   |                                      | 2         | 2         |
| AST8                 |                                    | 4              | 0               | 4         |                    | 6          | 6          |                                |               |              |               |                          |                  |                   |                                      | 6         | 6         |
| AST7                 |                                    | 9              | 0               | 9         |                    | 11         | 11         |                                |               |              |               |                          |                  |                   |                                      | 11        | 11        |
| AST6                 |                                    | 7              | 0               | 7         |                    | 12         | 12         |                                |               |              |               |                          |                  |                   |                                      | 11        | 11        |
| AST5                 |                                    | 7              | 0               | 7         |                    | 10         | 10         |                                |               |              |               |                          |                  |                   |                                      | 10        | 10        |
| AST4                 |                                    | 4              | 0               | 4         |                    | 4          | 4          |                                |               |              |               |                          |                  |                   |                                      | 0         | 0         |
| AST3                 |                                    | 4              | 0               | 4         |                    | 0          | 0          |                                |               | -1           |               |                          |                  |                   |                                      | 0         | 0         |
| AST2                 |                                    | 2              | 0               | 2         |                    | 0          | 0          |                                |               |              |               |                          |                  |                   |                                      | 0         | 0         |
| AST1                 |                                    | 3              | 0               | 3         |                    | 0          | 0          |                                |               |              |               |                          |                  |                   |                                      | 0         | 0         |
| <b>Total AST</b>     |                                    | <b>43</b>      | <b>0</b>        | <b>43</b> |                    | <b>46</b>  | <b>46</b>  | <b>5</b>                       |               | <b>-1</b>    |               | <b>0</b>                 | <b>0</b>         | <b>0</b>          |                                      | <b>42</b> | <b>42</b> |
| <b>Overall Total</b> |                                    | <b>95</b>      | <b>4</b>        | <b>97</b> |                    | <b>100</b> | <b>100</b> | <b>10</b>                      |               | <b>-4</b>    | <b>3</b>      | <b>0</b>                 | <b>0</b>         | <b>0</b>          |                                      | <b>96</b> | <b>96</b> |

NB: the above mentioned figures are on the basis of assumptions regarding turnover (estimated number of end of service, random reclassifications accross grades etc.)

| Grade                | Year N+2 (2009)                |              |              |               |                          |                  |                   |                      |           |           | Year N+3(2010)                 |              |              |               |                          |                  |                   |                      |           |           |
|----------------------|--------------------------------|--------------|--------------|---------------|--------------------------|------------------|-------------------|----------------------|-----------|-----------|--------------------------------|--------------|--------------|---------------|--------------------------|------------------|-------------------|----------------------|-----------|-----------|
|                      | Staff evolution                |              |              |               | Organisational evolution |                  |                   | Establishment Plan   |           |           | Staff evolution                |              |              |               | Organisational evolution |                  |                   | Establishment Plan   |           |           |
|                      | Promotion / Career advancement |              | Turn-over    |               | New posts                |                  |                   | Provisional planning |           |           | Promotion / Career advancement |              | Turn-over    |               | New posts                |                  |                   | Provisional planning |           |           |
|                      | TA Long term                   | TA shor term | TA long term | TA short term | Permanent                | Temporary - long | Temporary - short | Permanent            | Temporary | Total     | TA Long term                   | TA shor term | TA long term | TA short term | Permanent                | Temporary - long | Temporary - short | Permanent            | Temporary | Total     |
| AD16                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AD15                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AD14                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AD13                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AD12                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AD11                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AD10                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AD9                  |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AD8                  |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AD7                  |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AD6                  |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AD5                  |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| <b>Total AD</b>      | <b>4</b>                       |              | <b>-4/+4</b> |               | <b>0</b>                 | <b>0</b>         | <b>0</b>          |                      | <b>54</b> | <b>54</b> | <b>4</b>                       |              | <b>-4/+4</b> |               | <b>0</b>                 | <b>0</b>         | <b>0</b>          |                      | <b>54</b> | <b>54</b> |
| AST11                |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AST10                |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AST9                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AST8                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AST7                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AST6                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AST5                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AST4                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AST3                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AST2                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| AST1                 |                                |              |              |               |                          |                  |                   |                      |           |           |                                |              |              |               |                          |                  |                   |                      |           |           |
| <b>Total AST</b>     | <b>4</b>                       |              | <b>-4/+4</b> |               | <b>0</b>                 | <b>0</b>         | <b>0</b>          |                      | <b>42</b> | <b>42</b> | <b>4</b>                       |              | <b>-4/+4</b> |               | <b>0</b>                 | <b>0</b>         | <b>0</b>          |                      | <b>42</b> | <b>42</b> |
| <b>Overall Total</b> | <b>8</b>                       |              | <b>0</b>     |               | <b>0</b>                 | <b>0</b>         | <b>0</b>          |                      | <b>96</b> | <b>96</b> | <b>8</b>                       |              | <b>0</b>     |               | <b>0</b>                 | <b>0</b>         | <b>0</b>          |                      | <b>96</b> | <b>96</b> |

NB: the above mentioned figures are on the basis of assumptions regarding turnover (estimated number of end of service, random reclassifications accross grades etc.)



## **Annex III**

### **ETF General Implementing Provisions on the Procedures Governing the Recruitment and Use of Contract Agents**



## **General implementing provisions on the procedures governing the engagement and the use of contract staff at the ETF**

THE GOVERNING BOARD OF ETF,

HAVING regard to the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Communities (CEOS), laid down by Council Regulation (EEC, EURATOM, ECSC) No 259/68 last amended by Council Regulation (EC, EURATOM) No 31/2005 of 20 December 2004, and in particular to Article 82(6) of the Conditions of Employment of Other Servants,

HAVING regard to Council Regulation (EC) N° 1360/90 of 7 May 1990 establishing the European Training Foundation, and notably article 14 thereof,

HAVING regard to Council Regulation (EC) N° 2063/94 of 27 July 1994 and notably article 14 thereof, modifying the rules governing the personnel of the ETF and submitting the latter to the rules and regulations applicable to the Officials and Other Servants of the European Communities,

AFTER consultation of the Staff Committee of ETF and in agreement with the European Commission pursuant to Article 110 of the Staff Regulations,

WHEREAS:

- (1) Detailed rules on the employment of contract staff are desirable and contract agents should be selected through a transparent and objective procedure.
- (2) The rules contained in these implementing provisions, and in particular those on selection procedures and grading, are without prejudice to Article 2 of the Annex to the CEOS.
- (3) The grading of contract staff in function groups needs to be based on the functions to be exercised by the person concerned. It is therefore essential that detailed job descriptions are established for all functions to be filled with contract staff.
- (4) The agency may only recruit contract staff under Article 3a of the CEOS

HAS ADOPTED THE FOLLOWING PROVISIONS:

### **General provisions**

#### *Article 1*

##### *Scope*

These rules shall apply to contract staff referred to in Article 3a (CA3a) of the CEOS engaged in the ETF.

#### *Article 2*

##### *Minimum qualifications required*

In the entity referred to in Article 1 above, Article 82(2) of the CEOS shall be applied as follows:

1. Engagement as a member of the contract staff shall require at least:
  - (a) in function group I, successful completion of compulsory education;
  - (b) in function group II:
    - a post-secondary education attested by a diploma, or
    - a secondary education attested by a diploma giving access to post-secondary education and appropriate professional experience of three years. The secondary education diploma giving access to post-secondary education may be replaced by a certificate of adequate professional training of not less than three years on condition that there was no similar professional training giving access to higher education at the time it was issued or,
    - under exceptional circumstances, successful completion of intermediate education plus two years relevant supplementary specialised training plus five years' appropriate professional experience.
  - (c) in function group III:
    - a post-secondary education attested by a diploma, or

- a secondary education attested by a diploma giving access to post-secondary education and appropriate professional experience of three years,
  - under exceptional circumstances, successful completion of intermediate education plus two years relevant supplementary specialised training plus seven years' appropriate professional experience.
- (d) in function group IV:
- completed university studies of at least three years attested by a diploma and appropriate professional experience of at least one year.
2. Only diplomas and certificates that have been awarded in EU Member States or that are the subject of equivalence certificates issued by the authorities in the said Member States shall be taken into consideration.

### *Article 3* *Probationary period*

Where a member of the contract staff has to serve a probationary period in accordance with Article 84 of the CEOS, the report referred to in that article shall be established in accordance with the procedure applied for the report referred to in Article 87 of the CEOS.

### *Article 4* *Succession of contracts*

1. The authority referred to in Article 6 of the CEOS (hereafter AHCC) may engage as CA3a persons employed as CA3b in an institution only after the latter contract has expired or been terminated.
2. In this case, the contract agent CA3a must comply with the conditions set out in the CEOS and in these provisions, in particular with the conditions concerning the qualifications required, and have undergone a selection procedure as laid down under Article 5 or an equivalent selection procedure undertaken by another Community institution or agency followed by an interview carried out under the provisions of Article 5(1)(c) or 5(2)(d).



*Article 5*  
*Selection procedure*

The ETF may recruit contract staff CA3a by using, alternatively, one of the selection procedures indicated below:

1. Selection procedure using the European Communities Personnel Selection Office (EPSO) database:

(a). The ETF may recruit contract staff CA3a by using EPSO's database. Candidates validated in the above-mentioned database are the ones that have successfully completed the selection procedure organized by EPSO according to Art. 5(1)(g) of the Commission Decision of 7 April 2004 C(2004)1313 on the procedures governing the engagement and the use of contract staff.

(b). The Recruitment Assessment Board, set up by the agency, shall consist of three or four members.

In case the minimum of three members set up the Recruitment Assessment Board, there should be one member from the Human Resources Unit of the agency, one member from the relevant unit/department and one person designated by the Staff Committee. The member of the Human Resources or the member from the relevant unit/department shall act as chairman. The fourth member, recommended for selection procedures of experts, should be from another unit/department of the agency or from extern.

(c). The Recruitment Assessment Board shall invite for interview the candidates that are considered to be the most suitable ones, on the basis of the job description, from among the list of applicants already validated by EPSO. Minutes of Recruitment Assessment Board meetings shall be drawn up setting out the reasons for its analysis.

(d). Candidates shall be informed of the outcome of the interview.

2. Selection procedure carried out by the ETF:

(a). The ETF shall launch the recruitment procedure by advertising vacancy notices specifying the criteria concerning general and specific competencies and key qualifications required.

(b). The Recruitment Assessment Board as mentioned in Article 5 (1) b of this decision shall evaluate applications and select those matching best the profile and qualifications required as per the vacancy notice.

(c). The ETF shall organize written tests for the selected applicants on the basis of the job description as stated in the vacancy notice. The written tests shall be drafted in accordance with the level and profile of the position advertised. The written tests shall consist of the following components:

- general aptitudes and language abilities to the extent necessary for the performance of their duties,
- knowledge on European integration and the institutions,
- specific competencies with reference to the profile referred to in the vacancy.

The above-mentioned components can be combined. Specific practical skills such as typing, driving, and the like, will be tested through practical tests.

(d) The Recruitment Assessment Board shall invite for interview and written tests the selected applicants as per point (b). Any decision concerning the applicants shall be recorded in writing, setting out the reasons for its analysis.

(e) The ETF shall establish a list of successful candidates on the basis of the above mentioned selection procedure. This list will be valid up to 12 months from the date of the establishment of the list and may be extended by decision of the Authority empowered to conclude contracts of employment.

(f) Candidates shall be informed of the outcome of the interview.

3. In accordance with Article 82 (5) of the CEOS, EPSO shall, at the request of the ETF, provide assistance to the selection procedure as mentioned in paragraph 2 with a view to the selection of contract staff, in particular by:

- advertising on its Website vacancy notices of the ETF,
- giving the ETF access to the list established by EPSO on candidates identified on the basis of the evaluation referred to in Article 5 (1)(e) of the Commission Decision of 7 April 2004 C(2004) 1313 on the procedure governing the engagement and the use of contract staff followed by the selection procedure indicated in (2) (c) and (d) above,
- providing and/or organising written tests for the ETF's selection procedure.

4. Where the interest of the service so requires and/or where no suitable candidates are available from the EPSO database, the Human Resources Unit, at the request of the unit/department concerned, may grant an exemption from the procedure of paragraph 1 and 2 above for the recruitment of a member of the contract staff in function group IV. In that case the procedure for the selection of the contract staff shall follow the same procedure as required for the selection procedures for temporary agents. In this specific case, written tests are not mandatory.

5. In case there is no established list or in case of negative result of the screening of candidates of an established list of successful candidates and should the engagement of a member of the contract staff for replacement purposes be required either very quickly or for a short-term replacement, the following procedure shall apply:



- (a). The ETF shall launch the recruitment procedure by advertising vacancy notices on the website of the agency for at least two weeks and optional an additional publication in a local newspaper by specifying the criteria concerning general and specific competencies and key qualifications required.
- (b). A Recruitment Assessment Board shall evaluate the applications and select those matching best the profile and qualifications required as per vacancy notice.
- (c). The Recruitment Assessment Board shall invite for interview the selected applicants as per point (b). The interview shall cover: an analysis of the language abilities, personal and professional competences of each applicant. On the basis of the results of the interviews the Recruitment Assessment Board will make its analysis in writing by setting out the reasons for any position taken. For function groups I and II, practical tests on general aptitudes/skills such as typing or else are to be organized.
- (d). The Recruitment Assessment Board shall consist of at least three members: one member from the Human Resources Unit of the agency, one from the relevant unit/department, and/or one from another unit/department of the agency or from extern, and one designated by the Staff Committee.
- (e). Candidates shall be informed of the outcome of the interview.
- (f). Contracts concluded following the procedure of this paragraph for a quick replacement shall not exceed six months or the maximum length of the single leave covered by Articles 42, 42a, 42b and Title IV "working conditions" of the Staff Regulations. Both types of contracts may only be renewed for another fixed term or for an indefinite duration if the CA3a has passed a selection procedure pursuant to paragraph 1, 2 or 3 of the present article.

*Article 6*  
*Duration of contracts*

- 1. CA3a may be engaged under their first contract for a fixed period of at least three months and not more than five years.
- 2. The renewal of a contract in function groups II, III and IV shall be for another fixed period of at least three months and not more than five years. A second renewal without interruption leading to an indefinite-duration contract may only be granted if the first two contracts covered a total period of at least five years.
- 3. The first three renewals of the contract in function group I shall be for fixed periods of at least three months and not more than five years, the fourth renewal, in accordance with Article 85(2) of the CEOS, shall be for an indefinite period. However,

- where a total duration of ten years of service would be exceeded, already a previous renewal shall be for an indefinite period, in accordance with Article 85(2) of the CEOS;
  - a fourth renewal without interruption may only be granted if the first four contracts covered a total period of at least five years.
4. In order to be taken into consideration with a view to the award of an indefinite duration contract, the contracts concerned must follow each other uninterruptedly. A gap of six months or more between two contracts shall be regarded as an interruption.
  5. Where a contract as CA3a in function group I has been renewed three times without a further renewal being granted, any new engagement under such a contract shall be measured over a 12-year reference period.

*Article 7*  
*Grading of CA3a*

1. CA3a shall be engaged:
  - (a) in function group I: in grade 1;
  - (b) in function group II:
    - in grade 4 if the person has professional experience of up to seven years;
    - in grade 5 if the person has professional experience of more than seven years;
  - (c) in function group III:
    - in grade 8 if the person has professional experience of up to seven years;
    - in grade 9 if the person has professional experience of more than seven years;
    - in grade 10 if the person has professional experience of more than fifteen years;
  - (d) in function group IV:
    - in grade 13 if the person has professional experience of up to seven years;
    - in grade 14 if the person has professional experience of more than seven years;



- in grade 16 if the person has professional experience of more than twenty years.
2. The AHCC may decide to grant the grade immediately above the one determined in paragraph 1 if the function to be filled corresponds to a competency profile where due to the labour market conditions this measure is necessary to ensure a sufficient number and quality of applications. These profiles shall be determined by decision of the Head of Human Resources/Administration and communicated to the units/departments.
  3. In order to be taken into account professional experience must have been acquired in an activity corresponding at least to the level of qualification required for the access to the function group and having a link with one of the institution's sectors of activity. It shall be taken into account from the date on which the person fulfils the minimum qualifications for engagement set out in Article 2 (including, where applicable, any professional experience required by that Article).
  4. In the case of a doctorate/PhD the actual duration of the studies shall be taken into account, subject to an upper limit of three years. In the case of other qualifications the statutory duration of the studies shall be taken into account.
  5. Military service and equivalent civilian service shall be regarded as professional experience.
  6. For grading purposes, part-time work shall be taken into account in proportion to the stated percentage in relation to full-time work.

In the case of freelance translators the extent of the professional experience shall, subject to the period devoted to this activity, be calculated on the basis of the number of pages translated.

7. No period may be counted more than once.
8. Where CA3a are engaged in another institution/agency without interruption as defined in Article 6(4) as contract staff under the same type of contract the following shall apply:
  - a. If hired to perform duties within the same function group the member of the contract staff shall retain the grade, step and seniority acquired in his or her grade and step;
  - b. If hired to perform duties in a higher function group the member of the contract staff shall be placed in the most favourable grade resulting from:
    - the application of the provisions under paragraphs 1 to 7 above, including the requirement that professional experience must have

been acquired at least at the level of the function group concerned, and

- the application of the rule laid down in Article 86(2) of the CEOS that the basic salary is to be maintained, choosing the grade that, taking into account the steps, constitutes the lowest grade possible.
- c. If the person is hired to perform duties in a lower function group, paragraphs 1 to 7 above shall apply.

### **Transitional and final provisions**

#### *Article 8*

##### *Possibility of engaging staff during the transition period*

1. The contracts concluded before 07 June 2006 may only be renewed if the member of staff has successfully completed one of the selection procedures pursuant to Article 5.
2. The written tests mentioned in Article 5 (2)(c) of these rules can be replaced by oral tests up to 1 May 2007 or any later until such a time as EPSO can provide them according to Article 4 (2) (c).

#### *Article 9*

##### *Entry into force*

These rules shall enter into force on 07 June 2006.

Done in Turin, 06 June 2006



Odile Quintin  
Chair of the Governing Board

## **Annex IV**

### **ETF Equal Opportunity Policy**

**(Internal document available only in English)**

## **ETF EQUAL OPPORTUNITIES POLICY**

September 2005

# **I. EQUAL OPPORTUNITIES POLICY**

## **I.1. INTRODUCTION**

The ETF is fully committed to the provision of equality of opportunity for all its employees through its employment practices, policies and procedures. It undertakes to provide a working environment that is sensitive to differences in gender, marital status, age and disability (physical and/or sensory differences which do not affect work performance), sexual preference, ethnicity and philosophical or religious beliefs.

The ETF's policy and resulting positive action programme is based on a model of best practice for sustaining a work ethos whereby all employees can reach their full potential. The ETF will ensure that no employee or job applicant is treated inequitably due to gender, marital status, age, sexual preference, disability, ethnicity or religious belief with regard to recruitment and selection, training/development, pay and conditions of work and opportunities for career development and promotion.

## **I.2. OBJECTIVES**

The objectives of the policy and programme are to:

- Demonstrate the ETF's commitment to an environment of equal opportunities to existing and potential employees.
- Clarify the procedures to deal with issues raised regarding equal opportunities and non-adherence to the policy.
- Outline measures, through the action programme, for ensuring equality of opportunities in the ETF.

## **I.3. SCOPE**

- All present ETF staff (Temporary, Auxiliary, Contract, and Local Agents)
- All persons working in ETF on a status other than ETF's employee (National Experts on Secondment, Internships, Interimaires).
- All potential ETF staff (candidates for positions or placements included in the categories above.)

## **I.4. LEGAL BASIS**

The ETF, as an employer, is required to ensure that staff at its place of work are treated equally under all circumstances. It is required to adopt relevant measures under the Staff Regulations, EU Regulations and/or Italian Law in force in this field. In particular, equality between men and women is a principle enshrined in the Treaties establishing the European Community. Article 13 of the Treaty of Amsterdam provides, *inter alia*, that the EU should "...take appropriate action to combat discrimination based on sex..." The principle of equality for men and women is set out in the revised Article 1d of the Staff Regulations, which provides: "In the application of these Staff Regulations, any discrimination based on grounds such as gender... shall be prohibited".

The framework of the ETF's policy on equal opportunities and positive action programme is created pursuant to: the Commission's "Fourth Action Programme for Equal Opportunities for Women and Men in the European Community (2004-2008)"; the Amsterdam Treaty (in particular Articles 2, 3 and 141 on elimination of inequality); the Italian laws on Employment Equality (Law n. 903 of 9/12/1977, law n. 52 of 6/2/1996, law n. 216 of 9/7/2003); Article 119 of the Council Directive of February 1975 on equal pay; the Council Directive of 9 February 1976 on equal treatment as regards access to employment, vocational training and promotion and working conditions; the Council Recommendation on the promotion of positive action for women

(1984); the Council Resolution on the protection of the dignity of women and men at work (1990); the Council Recommendation on child care (1992); the Council Directive on measures to encourage improvements in safety and health at work for pregnant women, women who have recently given birth and women who are breast-feeding (1992); the Council Recommendation (1996) on balanced participation of women and men in decision making; Council Directive (1996) on parental leave; Council Directive (1997) on the burden of proof in cases of discrimination, Communication of 30 October 2003 from the Commission "Equal opportunities for people with disabilities: a European action plan [COM(2003) 650 final]

A list of new provisions that have been included in the new Staff Regulations with a view to achieve an effective equal opportunity context within EU institutions is provided in Annex 1.

## **I.5. STAFF/MANAGEMENT RESPONSIBILITY**

It is recognised that a policy of equal opportunities places responsibilities both on management and on staff members, individually and collectively.

## **I.6. COMPLAINTS PROCEDURE**

Staff grievances in respect of issues arising from this policy and action programme will be investigated through the complaints procedure currently in place in the ETF (cf: use of mediators or article 90 of the Staff Regulations).

## **I.7. SPECIFIC PROVISIONS**

The ETF will create a culture of equal opportunity by avoiding the use of discriminatory or sexist language in documents and will, where pictures or other illustrations are used, portray activities in a non-discriminatory and non-sexist way.

An Anti-harassment action plan will be established and will support this equal opportunity policy.

### **I.7.1. Recruitment - General**

Recruitment methods, vacancy notices, documentation and all associated material will contain nothing of a discriminatory nature and will encourage applications from all qualified potential candidates.

All vacancy notices published by ETF will include a reference to the Equal Opportunities policy adopted by ETF. In addition, when the existing staff of the less represented gender in the grade that is offered for recruitment is below 40%, an explicit invitation to submit applications from the less represented gender will be included as well.

### **I.7.2. Recruitment - Selection of Staff**

All staff selection methods, whether by interview or by other means, will be designed to afford all candidates an equal opportunity of success.

Where it is possible selection committees composition will respect an age and a gender balance. In particular, in all cases where the selection committee includes four members or more, each gender should be represented by at least two members if possible. In all cases each gender should be present.

There will be no bias displayed against candidates during a selection process. Selection committees will not make assumptions about the suitability of individuals for certain types of work on grounds of gender or marital status or any other personal criteria not relevant to the job which could influence the recruitment decision.

Training for members of selection panels will include the prevention of discrimination.

Questions at interviews will be directed towards assessing the suitability of the candidates for the job. Where it is essential to assess whether personal circumstances will affect performance on the job (e.g. where the job involves unsociable hours, extensive travel, etc.), similar relevant

questions will be asked of to all applicants and the answers will be evaluated on the same basis.

HR Unit will monitor the distribution of candidates by gender through all steps of each recruitment procedure: applications received, eligible applicants, and applicants invited for interview and tests. As far as compatible with the gender distribution of application received, the Selection committees will aim at reaching a balanced representation of each gender through each of the following steps of the selection procedure.

### **I.7.3. Pay and Conditions of Work**

The ETF is committed to providing equal pay and grading upon recruitment to all staff and whatever the gender for work of equal value and to providing common conditions of employment to employees in the same circumstances. Staff will be encouraged and supported by all practical means to successfully integrate their work and family commitments.

Flexibility in working time is provided at management discretion to help staff achieve a balance between work and social responsibility.

Part time and parental leave policies are applicable to ETF staff to help staff achieve a balance between work and family responsibilities.

### **I.7.4. Career Development and Promotion**

The Director and the appointed Promotion Board will ensure that promotion is solely based on merit. The ETF Promotion policy shall give to all staff an equal access to the possibility of career progression.

The ETF is committed to maintaining an environment, which enhances the competencies of its staff through the creation of learning opportunities and the provision of training and development. It is an integral part of this commitment that all staff will be given equal access to appropriate training and development opportunities.

Selection for training and development will be made without regard to gender or marital status or any other non-relevant factors.

“local” training courses will be preferred to “remote” training as they facilitate a greater participation by staff who have domestic or other obligations which inhibit their absence from home.

The Training & Development Plan developed by the ETF will include attention on equal opportunities with particular regard to performance appraisal, coaching, and career development.

### **I.7.5. Working Environment**

The ETF is committed to providing a working environment that is geared to the special needs of disabled staff and visitors.

### **I.7.6. Involvement in Decision Making Process**

While involving staff in decision making through discussion and consultation, the ETF will seek balanced representation with particular regard to gender and age on all internal boards, committees, working groups, etc.

## **I.8. REVIEW**

All complaints will be monitored and reviewed by the Director as they arise and ongoing strategies developed to combat any inequality.

The implementation of the Equal Opportunities policy will be subject to review by the ETF Internal Audit Capacity.





## **Annex 1**

### **The Reform of the Staff Regulations**

Reflecting the priority given to equal opportunities in personnel policy by the EU Institutions, a considerable number of statutory amendments have been included in the new Staff Regulations that came into force on 1<sup>st</sup> May 2004. The principal amendments relating to equal opportunities between men and women are:

1. Any reference in the Staff regulations to the male sex shall include reference to the female sex and vice versa (Article 1c) unless the context requires otherwise.
2. Prohibition of any discrimination based on sex, race, colour, ethnic or social origins, genetic characteristics, language, religion, convictions, political opinions or any other opinion, membership of a national minority, wealth, birth, disability, age or sexual orientation (Article 1d.1).
3. Equal treatment for stable partnerships under certain conditions (Article 1d.1).
4. Full equality between men and women in professional life must constitute an essential element to be taken into account in the implementation of all the aspects of the Staff Regulations (Article 1d.2).
5. Institutions shall establish measures and actions to promote equal opportunities (Article 1d.3)
6. Shifting the burden of the proof: where officials who consider themselves wronged because the principle of equal treatment has not been applied to them, establish facts from which it may be presumed that there has been direct or indirect discrimination, the onus shall be on the institution to prove that there has been no breach of the principle of equal treatment. (Article 1d.5).
7. Obligation to justify, objectively and reasonably, any limitation of the principle of non-discrimination and of the principle of proportionality. The limitation must, additionally, meet legitimate aims of general interest within the framework of the staff policy (Article 1d.6).
8. Prohibition of psychological and sexual harassment (Article 12a).
9. Prohibition of references to an official's political, trade union, philosophical or religious activities and views, or to his/her racial or ethnic origin or sexual orientation in the official's personal files (Article 26).
10. Possibility of obtaining CCP several times, lengthening of the maximum duration of to 15 years (Article 40). – This provision does not apply to temporary and other agents employed under the CEOS.
11. Introduction of parental and family leave and payment of a monthly allowance (Articles 42a and 42b)
12. The right to work part-time to care for children, under certain conditions (Article 55a).
13. Introduction of job-sharing (Article 55 b).
14. Lengthening of maternity leave to 20 weeks or 24 weeks for multiple or premature births (Article 58).
15. Extension of paternity leave entitlement to 10 days (annex V, art. 6).
16. Extension of special leave entitlement in the event of the death of a spouse during maternity leave (annex V, art. 6).
17. Introduction of special leave for serious illness or hospitalization of a child of less than 12 years old (10 days) (annex V, art.6).
18. Introduction of special leave in the event of adoption (annex V, art. 6).

19. Jury: obligation for a jury of more than four members to include at least two people of each sex (annex III, Article 3). – This provision applies to selection boards in the context of open competitions for the selection of officials.
20. Increase in the dependant child allowance (Article 2 of Annex VII).
21. Introduction of a pre-school allocation (Article 3 of Annex VII).
22. The right to apply for part time work for staff aged over 55 provided for within the article 16 of the Conditions of Employment of Other Servants (CEOS), article 56a 2(e) and Annex IVa of the Staff Regulations.

## Annex 2

### Distribution of ETF staff

| ETF - Temporary Agents |         |         |         |         |         |         |          |         |
|------------------------|---------|---------|---------|---------|---------|---------|----------|---------|
| Category               | A*      |         | B*      |         | C*      |         | Total TA |         |
|                        | % women | # women | % women | # women | % women | # women | % women  | # women |
| 31-Dec-03              | 40%     | 21      | 63%     | 22      | 92%     | 11      | 55%      | 54      |
| 31-Dec-04              | 42%     | 21      | 63%     | 22      | 93%     | 13      | 57%      | 56      |
| 01-Jul-05              | 42%     | 21      | 67%     | 24      | 92%     | 11      | 57%      | 56      |

| ETF - TA: detail % women |            |                                |
|--------------------------|------------|--------------------------------|
|                          | management | A* posts, excluding management |
| 31-Dec-03                | 21%        | 47%                            |
| 31-Dec-04                | 38%        | 43%                            |
| 01-Jul-05                | 46%        | 41%                            |

### Annex 3

Comparative data published in the 4<sup>th</sup> Action Programme on Equal Opportunities for women and men at the European Commission (2004-2008)

## REPRESENTATION OF WOMEN IN THE WORKFORCE<sup>1</sup> FOR SELECTED AGENCIES AS OF 31 DECEMBER 2002 (data generated: 11 June 2003)

### ORDERED BY WOMEN AS PERCENTAGE OF TOTAL PROFESSIONAL WORKFORCE

|    |   | Summary:<br>Total Professional Workforce <sup>1</sup> |         | Detail:<br>% Women      |   |
|----|---|---|---------|-------------------------|---|
|    |   | % Women   | # Women | Management <sup>3</sup> | Professionals excluding Management <sup>4</sup> |
| 1  | UNFPA <sup>2</sup>                                | 46,5%   | 79      | 41,7%                   | 56,4%   |
| 2  | UNESCO <sup>5</sup>                               | 46,0%   | 443     | 28,6%                   | 54,6%   |
| 3  | UNICEF  | 45,5%   | 842     | 36,1%                   | 49,4%   |
| 4  | UNAIDS  | 41,1%   | 69      | 30,0%                   | 57,4%   |
| 5  | UNHCR   | 40,9%   | 661     | 23,1%                   | 44,0%   |
| 6  | WFP <sup>6</sup>                                  | 40,8%   | 410     | 30,6%                   | 44,2%   |
| 7  | World Bank Group                                  | 40,0%   | 2307    | 23,2%                   | 46,3%   |
| 8  | UNDP  | 39,0%   | 577     | 33,0%                   | 42,6%   |
| 9  | International Fund for Agricultural Development   | 38,5%   | 92      | 22,0%                   | 40,0%   |
| 10 | Inter-American Development Bank                   | 36,6%   | 479     | 14,7%                   | 41,0%   |
| 11 | ILO <sup>7</sup>                                  | 36,3%   | 255     | 24,4%                   | 50,6%   |
| 12 | UN  | 35,6%   | 1905    | 30,2%                   | 37,1%   |
| 13 | European Bank for Reconstruction & Development    | 34,1%   | 215     | N/A                     |   |
| 14 | World Health Organization                         | 32,7%   | 461     | 24,8%                   | 42,2%   |
| 15 | IMF   | 31,2%   | 598     | 15,2%                   | 34,8%   |
| 16 | European Commission                               | 29,5%   | 2.824   | 15,4%                   | 32,1%   |
| 17 | Organization for Security & Cooperation in Europe | 29,3%   | 415     | 9,0%                    | 30,0%   |
| 18 | OECD  | 29,2%   | 248     | 13,0%                   | 33,0%   |
| 19 | European Investment Bank                          | 27,5%   | 189     | 10,4%                   | 33,2%   |
| 20 | ADB   | 27,5%   | 217     | 6,2%                    | 31,0%   |
| 21 | European Space Agency                             | 26,9%   | 359     | 14,9%                   | 34,5%   |
| 22 | WMO   | 23,7%   | 28      | 15,0%                   | 25,5%   |
| 23 | UNIDO   | 22,5%   | 56      | 13,0%                   | 29,0%   |
| 24 | International Atomic Energy Agency                | 18,4%   | 184     | 9,4%                    | 22,0%   |

<sup>1</sup> Internationally recruited staff (excludes staff with appointments of less than 12 months); with input from ORIGIN Fact Sheets

<sup>2</sup> UNFPA core staff only

<sup>3</sup> For agencies in UN common system, management consists of P.5 and above; UNICEF Management also includes representatives at all levels - P.

<sup>4</sup> For agencies in UN common system, consists of staff in P.1 - P.4

<sup>5</sup> Figures for UNESCO from 1 April 2003

<sup>6</sup> ALDs included only in total number of women in professional workforce, e.g., column 1 and 2 (breakdown by grade and sex not available)

<sup>7</sup> Funded by regular budget (this excludes 293 staff on technical cooperation in professional and higher categories)

## **Annex V**

### **ETF Internal Mobility Policy**

**(Internal document available only in English)**

## **DIRECTOR'S DECISION ETF/06/DEC/010**

### **INTERNAL MOBILITY UPON STAFF REQUEST**

#### **THE DIRECTOR**

CONSIDERING the importance for an Organisation set-up more than ten years ago to offer more mobility perspectives to its longer service staff,

CONSIDERING the needs to have, as one of the possible options, internal mobility to mitigate the risks associated to sensitive posts;

CONSIDERING the period of change that the ETF is expecting in its mission over the coming 24 months;

CONSIDERING the Staff Committee position on the issue;

#### **HAS ADOPTED THE FOLLOWING DECISION:**

##### **Article 1**

The internal mobility policy (in annex) is introduced in the ETF on an experimental basis.

##### **Article 2**

The Administration shall develop the tools and procedures to implement the policy.

##### **Article 3**

The PME Unit shall assess the effectiveness of the internal mobility policy and procedures after 18 months of implementation.

The provisions of this decision will enter into force as of the date of its signature.

Done in Turin,  
Dr Muriel Dunbar  
Director

22.3.06  
*M. Dunbar*

To be reviewed in September 2007

## **INTERNAL MOBILITY UPON STAFF REQUEST POLICY APPLICABLE TO TEMPORARY, CONTRACT AND LOCAL AGENTS**

### **Introduction**

This policy is introduced to allow the appraisal of internal mobility mechanisms in an agency context pending an eventual structured proposal from the European Commission for an IR adapted to agencies realities on this issue.

### **Background**

All staff gain experience from doing different jobs over the course of their career. This broadens competences and enlarges experience and hence employability. On the contrary, it can often be detrimental to a person to carry out the same role for a very long period. A person's confidence and ability to carry out other tasks can be damaged.

We all need change and even though change can be difficult, it is also rewarding and broadening, leading to a form of staff development.

While, due to the agency status and the Staff Regulation provisions, there is limited opportunity for inter agencies mobility, internal mobility (through internal transfer of staff within the ETF upon decision of the Appointing Authority) is a desirable objective especially for longer serving staff. An exchange and widening of Competence and Knowledge as well as the dynamic brought by new challenges are expected benefits for both the individual and the organisation.

An internal mobility policy is a pre-requisite to ensure clarity to all staff on the approach and criteria that the Director will apply to ensure transparency and equal opportunity.

### **Overall Objectives**

To offer ETF longer term staff the possibility to broaden competences and widen experience via internal mobility serving both individual and institutional interests.

Internal mobility could be used:

- to allow a member of staff to broaden his/her experience at the same function group and similar grade;
- when concerned Heads of Unit/Departments and the member of staff concerned agree to it;
- when a post exists.

Internal mobility should not be used:

- to avoid addressing underperformance in a position and shift it from one department to another;
- as a mechanism for promotion;
- in the first 3 years of a jobholder taking up a position.

## I DEFINITIONS

### 1 - Definition of internal mobility

- Internal Mobility is any temporary or permanent significant change of the position occupied by a jobholder involving eventually moving from one ETF organisational Unit/Department to another;
- Internal mobility does not lead to any change in function group<sup>1</sup> or grade of the jobholder concerned nor to any change in his/her contract duration nor type of contract. Only regular recruitment processes putting eventual internal candidates in competition with competent external candidates identified through open call for candidatures can lead to change in function group and/or grade;
- Internal mobility does not lead to the allocation of the jobholder to a position belonging to a grade significantly different<sup>2</sup> from the one occupied.

### 2 - Types of mobility

Internal mobility can be done through:

- a) temporary or permanent exchange of position ("job swaps") between 2 colleagues of the same function group<sup>1</sup> and similar grade<sup>2</sup>;
- b) Temporary or permanent transfer of a staff member from one position to a vacant or new position.

### 3 - Principle

Mobility resulting from this policy is voluntary and therefore there is no obligation for a staff member to change position at set times. However, it is recommended that staff members envisage changing position after a completion of 6 years in the same position and with the same responsibilities. This 6-year reference period is meant to help staff members to assess their professional development at different moments in their career.

Staff members sitting on sensitive posts are encouraged to consider the mobility as a means of mitigating the risks linked to the sensitivity of their post.

### 4 - Eligibility for internal mobility

Temporary, Contract and Local Agents who have served a minimum of 36 months at the ETF may apply for internal mobility.

### 6 - Equal opportunity

Expressions of interest for internal mobility are welcome from all staffing function groups, and will be treated without indiscrimination, in full compliance with the equal opportunities policy of ETF.

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<sup>1</sup> Function groups:  
AST, ADM for Temporary Agents;  
FGI, FGII, FGIII, FGIV for Contract Agents;  
AL/N1, AL/N2, AL/N3, AL/N4 for Local Agents.

<sup>2</sup> The difference in grades cannot be greater than 3 for all categories of staff concerned by this policy.



## II PROCEDURE

### 1 - Spontaneous expressions of interest

As a tool for staff development, expressions of interest for internal mobility should develop either through the normal Performance Appraisal System or at any other moment. They should clearly:

- a) state the reasons for wishing to be placed in another position and the type of position aimed at;
- b) mention the anticipated gains both for the individual and the organisation;
- c) include comments from the current Reporting Officer.

Expressions of interest shall be channelled via the current Head of Department who shall notify the Head of HR Unit.

As with all staff development requests, these will be considered initially by HR Unit and if coherent with the ETF policy, be forwarded to an Internal Mobility Board (IMB) who shall meet on a 6 monthly basis to review the totality of the expressions of interests received during that period.

The IMB shall be nominated by the Director and be composed of the Head of HR Unit and two members of the SMT. The IMB shall:

- assess the expressions of interests from staff members on the basis of the competences that the concerned staff members have, their motivation and eventually on the results of an oral interview and possibly written tests;
- assess if job swaps can be organised between staff having expressed interest;
- report its analysis to the Director.

The Director shall decide if the internal mobility can take place on the basis of the assessment done by the IMB, of the previous PAS reports and of the latest Competence Map of the staff concerned.

### 2 - Filling a vacant position

As part of the normal recruitment procedure, vacancy notices shall be published externally.

The Director may decide to first launch a call for expressions of interest for internal mobility to attempt to fill the vacant position internally. An Internal Mobility Board (IMB) would be set up as above (see point II.1).

Interested staff will be invited to send their written expression of interest (letter of motivation and copy of their updated CV and Competence Map) to HR Unit.

The IMB shall assess the expressions of interest from staff members. On the basis of the competences that the concerned staff members have, on the basis of their motivation and eventually of the results of an oral interview and possibly written tests, the IMB will establish a list of candidates potentially suitable for internal mobility.

The Director shall decide if the internal mobility can take place on the basis of the assessment done by the IMB, of the previous Performance Appraisal records and of the latest Competence Map of the staff member concerned.

In case of an unsuccessful process, the position shall be published externally, following the usual recruitment procedures.

### **III ADMINISTRATIVE IMPLICATIONS**

#### **1 - Remuneration, function group and grade**

When a staff member has been moved to another position, there will be no change in remuneration, function group or grade.

#### **2 - Notice Period**

The releasing Unit/Department shall be given a minimum of six week's to a maximum of 3 month's notice the date of the decision of the mobility of its staff.

#### **4 - Performance Appraisal**

By the end of the notice period (point III 2 above), a performance appraisal report shall be compiled covering the period the jobholder has worked in the releasing Unit/Department.

Within one month from the effective mobility to the receiving Unit/Department, the objectives for the remaining part of the year shall be agreed upon.

#### **3 - Annual Leave**

The receiving Unit/Department shall respect annual leave approved by the releasing Unit/Department prior to the decision. Annual leave requested in the notice period must be agreed with the receiving Head of Unit/Department.

## **Annex VI**

### **Comparison Table on ETF Tasks in 2006 – 2007-8**

## COMPARISON TABLE ON ETF TASKS IN 2006 – 2007-8

| Criteria                                    | ETF tasks in 2006 <sup>1</sup>   | ETF tasks in 2007-2008 <sup>2</sup>   |
|---|--|---|
| <b>Objective</b>                            | To contribute to the development of the vocational training systems<br>- Seek to promote effective cooperation between the Community and the eligible countries in the field of vocational training,<br>- Contribute to the coordination of assistance provided by the Community, its Member States and third countries  | To contribute in the context of EU external relations policies, to the improvement of human resources development, in particular education and training in a lifelong learning perspective, and related labour-market issues  |
| <b>Thematic scope</b>                       | The training field, covering initial and continuing vocational training  | Human resources development (HRD), in particular education and training in a life-long learning perspective, and related labour market issues   |
| <b>EU Instruments and partner countries</b> | ETF partner countries defined as those eligible for support under<br>Phare Regulation 3906/89<br>Takis Regulation 1279/96<br>Meda Regulation 1488/96<br>Cards Regulation 2666/2000   | ETF partner countries defined as those eligible for support under<br>- Pre-accession Instrument<br>- European Neighbourhood and Partnership Instrument<br>- accordance with the external relations priorities of the European Union and to the extent of available resources, other countries designated as partner countries by decision of the Governing Board on a proposal of the Commission  |
| <b>Functions/ tasks</b>                     | <p>(a) Provide assistance in the definition of training needs and priorities</p> <p>(b) Act as a clearing house to provide information on current initiatives and future needs in the training field, and provide a framework through which offers of assistance can be channelled</p> <p>(c) On the basis of (a) and (b) above:</p> <ul style="list-style-type: none"> <li>• Examine the scope for joint ventures of training assistance</li> <li>• Fund the design and the preparation of such projects</li> <li>• Implement, at the request of the Commission or of the eligible countries in cooperation with the governing board, vocational training programmes</li> </ul> <p>(d) For activities and projects which are funded by the Foundation: arrange for the appropriate public and/or private bodies with a proven training record and the necessary expertise to design, prepare, implement and/or manage projects on a flexible, decentralized basis;</p> <p>(e) In collaboration with the Commission, assist in the monitoring and evaluation of the overall effectiveness of training assistance to the eligible countries</p> <p>(f) Disseminate information and encourage exchanges of experience,</p> | <p>(a) Provide information, policy analysis and advice on human resources development issues and their links to wider policy objectives in the partner countries;</p> <p>(b) Support relevant stakeholders in partner countries to build capacity in human resources development;</p> <p>(c) Facilitate the exchange of information and experience among donors engaged in human resources development reform in partner countries;</p> <p>(d) support the delivery of Community assistance to partner countries in the field of human resources development;</p> <p>(e) Disseminate information and encouraging networking and exchanges of experience and good practice between the European Union and partner countries and amongst partner countries on human resources development issues;</p> <p>(f) at the request of the Commission, contributing to the analysis of the overall effectiveness of training assistance to partner countries.</p> |

<sup>1</sup> Reference for ETF activities 2006 is taken from ETF Council Regulation 1360/1990 including amendments 2063/94; 1572/1998; 2666/2000 and 1684/2003.

<sup>2</sup> Reference for ETF tasks in 2007-2008 is taken from Commission Communication on the European Training Foundation 832/2006.