



ETF Multiannual Staff Policy Plan 2010-2012

1 - GENERAL OVERVIEW OF THE CURRENT SITUATION OF THE ETF

1.1 General information on the ETF's activities

1.1.1 Description of the agency, its mission and programme tasks

The European Training Foundation (ETF) is a specialised agency of the European Union based in Turin, Italy.

The ETF¹ provides advice and assistance to the European Commission and 29 partner countries for the reform of human capital development policies under the European Union's external relations instruments. The ETF helps transition and developing countries to harness the potential of their human capital through the reform of education, training and labour market systems in the context of the EU's external relations policy.

The ETF provides services to a range of stakeholders and clients with shared interests in the contribution that human capital development can make to EU external assistance objectives and to the Commission's actions in relation to the external dimension of its internal policies². These stakeholders include European institutions such as the European Commission, the European Parliament, related European agencies and EC Delegations, as well as policy stakeholders in partner countries. The ETF also works with the international donor community to exchange information and lessons learned in the assistance field.

Following a process commenced in December 2006, the founding Regulation of the ETF was recast in December 2008. The recasting of ETF's regulation has aligned its ETF functions more closely to the changes that have been developed in recent years in the EU policies in Education and Training and External Assistance.

In the first case, the recast regulation follows the pattern of EU developments in recent years by placing vocational education and training in the context of lifelong learning involving a holistic view of education and training involving human capital development based on the different sub sectors of education³, including their links with the labour market.

In the second case, the recast regulation places ETF's activities in the policy driven approach to external assistance contained in the Instrument for Pre-Accession (IPA), the European Neighbourhood Partner Instrument (ENPI) and the Development Co-operation Instrument (DCI). These new instruments give greater emphasis to supporting partner countries in the

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

² For example actions in the area of human capital development related to increased coherence, effectiveness and visibility of the EU. Europe in the World. COM (2006) 287 Final.

³ Sub-sectors include links with higher education, continuing vocational education as well as community based education.

definition and implementation of home grown strategies aligned with policy national priorities, rather than the delivery of specific technical projects.

The recast regulation also introduces increased flexibility in the ETF's geographical scope, to allow the Commission to use ETF's expertise outside the 29 countries assists to include other countries that are at comparable stages of development and facing similar socio-economic challenges.

2010 will be the second year of operation under the recast regulation. In the course of the year, ETF's operations will be based on two main principles; the conclusion of the MTP for the period 2007-10 and the preparation and initiation of the MTP for the period 2010-13.

This will mean the finalisation of activities which began in 2007 and the compilation of the experience and lessons learnt from these activities. Additionally, the ETF will continue to develop its core business activities according to new priorities agreed with the European Commission and endorsed by the Governing Board for the period 2010-13. In particular, it will:

- contribute to the enlargement process by supporting the modernisation and reform of education, labour market and training systems in candidate and potential candidate countries;
- contribute to prosperity and development in the European Neighbourhood region through cooperation and partnership in human capital policy development and implementation;
- contribute to development cooperation in human capital development with a focus on Central Asia;
- support the European Commission and partner country development policies through innovation and learning

1.1.2 Posts filled at 31.12.2008 in the year before N-2 (actual grades) and figures of career evolvements

Category and grade	Year 2008							
	Actually filled 31.12.2008		Establishment plan 2008		promotion / reclassification		published external vacancy notices	
	perm	temp	perm	temp	perm	temp	perm	temp
AD 16								
AD 15								
AD 14		1		1				
AD 13				3				
AD 12		7		7				
AD 11		12		13				
AD 10		3		5				
AD 9		11		12		1		2
AD 8		7		10		1		
AD 7		8		3		3		1
AD 6		1						
AD 5								
Total AD		50		54		5		3
AST 11								
AST 10				1				
AST 9		5		8				
AST 8		2		4		1		
AST 7		7		8				
AST 6		8		11		1		
AST 5		2		10				
AST 4		3				1		
AST 3		3				1		
AST 2		6						
AST 1						1		
Total AST		36		42		5		0
Total		86		96		10		0
Total of staff	86		96		10		3	

ETF Governing Board on the basis of article 32 of the Financial Regulation validated for 2009 a reduction in the Establishment Plan in the number of Temporary Agents Function Group AST (from 42 in 2008 to 37 in 2009) in favour of an increase in the number of Function Group AD (from 54 in 2008 to 59 in 2009).

In addition, in the light of the non approval in May by the European Parliament of the proposed recast regulation, ETF was asked by the Budgetary Authority to put in reserve close to Euro 2 Millions and 17 Temporary Agents in 2009. This explains that, on 31

December 2008, ETF deployed 10 less Temporary Agents than its establishment plan would have allowed.

In December 2008, the European Parliament cleared ETF's recast regulation and consequently the 2009 possible budget reserve was not implemented. In 2009 vacant positions will be gradually filled. Early 2009, 1 new colleague will start (1 HCD⁴ specialist).

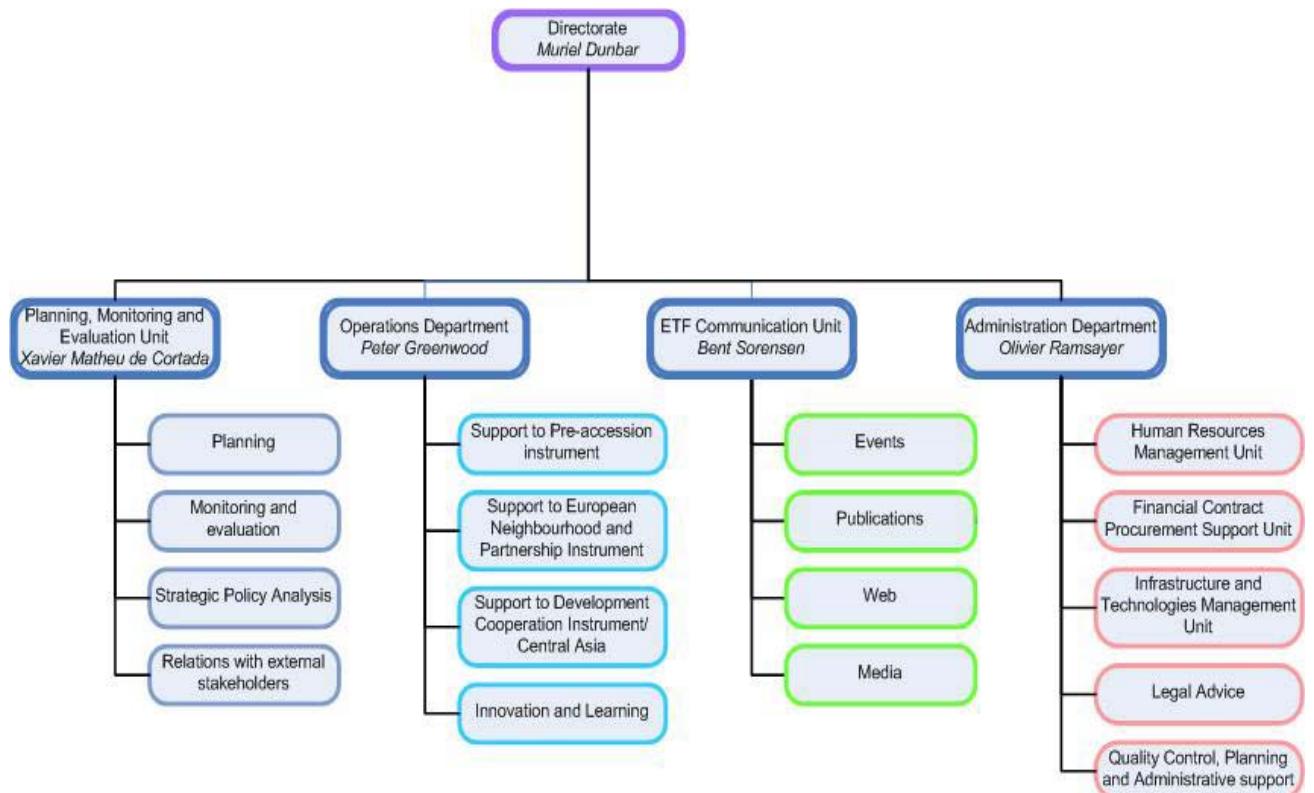
1.1.3 Current annual staff-related expenditure, in absolute terms and as percentage overall annual expenditure.

Title 1	Initial 2008 budget	2008 % of total	Initial 2009 budget	2009 % of total
Temporary Agents salaries & allowances	9,599,600	53%	10,265,000	52%
Contract/Auxiliary agents	1,374,600	8%	1,300,000	7%
Local Agents	139,700	1%	157,000	1%
Other ⁵ Title 1 costs	1,937,000	11%	2,097,000	11%
Title 1 total	13,050,900	73%	13,819,000	70%
Title 2	1,543,100	9%	1,750,000	9%
Title 3	3,390,000	19%	4,303,000	22%
Total Titles 1+2+3	17,984,000	100%	19,872,000	100%
Earmarked Revenue				
Title 4	423,622		Not known yet	
Title 5	525,252		Not known yet	
Title 6	414,618		-	
Total Titles 4+5+6	1,363,492			
Grand total (all titles)	19,347,492			

⁴ Human Capital Development. Refers to the expertise field of ETF core business.

⁵ Other Title 1 costs include, amongst others, costs for missions (BL1300), recruitment (BL1180), socio medical (BL1430), meetings (BL1700), staff development (BL1440), staff exchange (BL1520), supplementary services (BL1172 and 1177)

1.1.4 Organisation chart



1.2 General presentation of the staff policy followed by the ETF

ETF has adopted a HR strategy on 24 September 2007 attached in annex for information (see annex VII).

It has adopted a specific Job Description framework on 17 July 2007 to provide a coherent basis for deployment of its human resources and support internal mobility (see annex I bis)

1.2.1 Type of staff, type of employment and duration of employment required to fulfil the missions and tasks

- Temporary agents on long term employment

The criterion of the ETF in the identification of a post as being of a long-term nature is the following:

- Posts covering tasks of a permanent nature (administration, operations, managerial related functions) necessary to safeguard continuously required competences in the specific area.

For tasks of a permanent nature at an administrative support and junior professional level no further recruitment will normally take place as Temporary Agents for grade from AST 1 to AST 3 (as mentioned from 2007 ETF SPP onwards), and this type of tasks will be normally covered by Contract Agents.

This does not mean that currently employed Temporary Agents on these tasks will see their contractual relationship with ETF altered, but that when one of these positions becomes vacant, unless Internal Mobility or Interagency Job Market is activated, it will be replaced by a Contract Agent.

As a result the current balance between Temporary Agents AD and AST staff will evolve in time. This can already been witnessed by the evolution of ETF Establishment Plan for 2007

(minus 5 AST posts at the lowest grades) and in the Establishment Plan for 2008 (minus 4 AST posts at the lowest grades too) and in that of 2009 (minus 5 AST and plus 5 AD).

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 as an ad-hoc decision for Professionals where specific technical knowledge is required and longer professional experience (posts such as IT officers, budget officer, HR officer, project officer ...)
- AD 5 to AD 7 for posts such as Human Capital Development Specialist (Expert functions), Senior Professionals where specific deep technical knowledge is required (posts such as Legal advisor, Liaison officer etc.)
- AD 9 for Middle Managers and AD 9 (or above) for Senior Managers. The exact grade will depend on the complexity of the Unit/Department and the level of expertise required.

Long-term Temporary Agents are generally offered contracts of 3 years, renewable for another fixed period of 3 years, leading to a possible further renewal for an indefinite duration.

- Temporary agents on short term employment

The post of Director is renewable once for a fixed period and hence is considered short term.

Recruitments of Lead and Senior specialists at AD9 level from selection procedures launched from 2007 onwards will be considered as short-term.

This will lead to regularly updated (through 10 years maximum contractual cycle) influx of new expertise in coherence with the Mid-Term Perspective adopted by the Governing Board and ETF recast regulation.

Temporary Agents, who will take up posts having a short 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.

- AD14 for the post of Director
- AD 9 for posts such as Senior and Lead Human Capital Development Specialist

Short-term Temporary Agents are offered contracts of up to 5 years, renewable for another fixed period of up to 5 years.

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. In 2007 the ETF recruited 2 non-managerial AD9 out of a total number of 8 recruitments and in 2008 1 non-managerial AD9 out of a total number of 5 recruitments, which is equivalent to 23%.

ETF needs to face the recast regulation in 2009 and in subsequent years so the needs to adapt its expertise profile might make it difficult to stay strictly within this limit in the first years.

- Contract agents

Number of Contract Agents			
	2008 (actually filled as at 31.12.2008)	2009 (envised)	2010 (envised)
GF IV	3	3	3
GF III	16	17	18
GF II	12	14	12
GF I			
Total	31	34	33
<i>Including CA paid out of associated earmarked revenue (MEDA-ETE project)</i>	3	2	0

- Contract agents on long term employment

The criterion of the ETF in the identification of a 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

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

- FG I for archivist, mailing and mass copy support staff (manual and administrative support tasks)
- FG II and III for Administrative and Technical Support Staff as well as Professional in the Service category (clerical and secretarial tasks; financial, HR, IT, project etc. support and assistance)
- FG IV for Professional in the Service category where specific deep technical knowledge is required (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).

Long-term Contract Agents are offered contracts 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). Renewals also depend on available budgetary provisions and ETF planned needs for the future.

- 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 31 Contract Agents that are in post on 31/12/2008, 3 are of a short term nature.

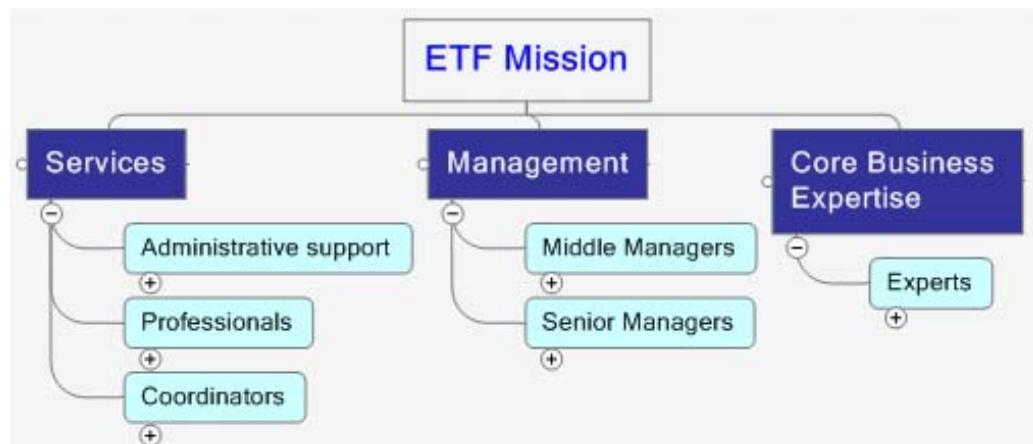
This short term nature is partly linked to:

- the replacement of absent staff (1 FGIII),
- fixed-term tasks related to a specific project like MEDA-ETE⁶ project which is limited in time (1 FGIII and 1 FGII whose costs are covered by associated earmarked revenue)

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.

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

ETF adopted a job description framework (see annex I bis) that defines categories of jobs that the ETF needs to deploy in order to achieve its mission.



1.2.3 Selection procedures in regard to the different types of employment

There is no difference in selection procedures depending on the estimated length of initial contract.

⁶ The overall objective of the MEDA-ETE project is to support MEDA partners in the design of relevant technical and vocational education and training policies that can contribute to promote employment through a regional approach. The project is financed by the European Commission (AIDCO).

Selection procedure for Contract Agents

The selection procedure for Contract agents is laid down in the ETF general implementing provisions governing the procedures on engagement and use of Contract Agents adopted by the ETF Governing Board in 2006, in line with article 110 of the Staff Regulations (see annex III).

Selection procedure for Temporary Agents

The selection procedure for Temporary agents is laid down in the ETF general implementing provisions governing the procedures on engagement and use of Temporary Agents adopted by the ETF Governing Board in 2007 and further amended and adopted by the ETF Governing Board in January 2009, in line with article 110 of the Staff Regulations (see annex IV).

Both selection procedures include the following main steps:

- Setting up of a Selection Assessment Board (SAB) 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 SAB 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 (including competences needed and assets), indicating also and 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 SAB;
- Invitation of selected candidates for interview and written tests covering the specific competences in the area of expertise, general aptitudes, language abilities, knowledge on European integration and the institutions;
- Assessment of candidates by the SAB 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.

For selection procedures on the basis of EPSO established reserve list, see details in ETF implementing rules (annex III and IV)

1.2.4 Career profiles in regard to the different types of employment

As mentioned in the ETF HR strategy adopted in September 2007, formal management of performance is carried out through the Performance Appraisal System (currently under simplification and improvement) which, for staff whose contribution exceeds expectations, may result in a re-grading if the qualitative demands of the work which they are carrying out merit reward at a higher grade. However, not all noteworthy achievements are on a scale which merits reward at a higher grade and the ETF will strive to give recognition to those by other means, such as highlighting them in the staff newsletter; allowing the individual staff development opportunities to take their achievement further; recognising collective team performance etc. Annual Dialogue meetings will also be used to identify new opportunities for staff development via a Personal Development Plan and staff may be encouraged to

apply their competences to new fields of work or within a different context (e.g. through internal mobility or internal temporary attachments).

The ETF has an Annual Dialogue exercise (currently under revision) which embraces the setting of objectives, their mid-year review and the yearly appraisal of the performance. By reviewing it, the ETF wants in particular to:

- emphasise the importance of constructive, regular and open feedback throughout the year
- ease the process of setting objectives
- ensure better coherence and consistence throughout the organisation.

In brief, the process implies that:

- o Each staff member has his/her objectives fixed at the beginning of the year N by his/her Line Manager and/or Team coordinator.
- o These objectives can be reviewed in the course of the year to reflect evolving expectations from the sector concerned.
- o Each staff member is encouraged to meet regularly with his/her Line Manager to review progresses, identify difficulties and amend objectives.
- o 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.
- o The respective Line Managers and/or Team coordinators review those self-assessments and make their own analysis and assessment.
- o The Countersigning Officers (hierarchical superiors of Line Managers/team coordinators) add their own analysis.
- o Staff members get back that review in order they acknowledge receipt of all comments and eventually add their final comments.
- o Those evaluation reports are then passed to the HR for filing⁷. Staff members who wish to appeal can do so in accordance with article 43 of the Staff Regulations.

On the basis of the past performance as well as a supporting note from the respective Line Managers, a promotion board, established by the Director, proposes to the Director a short list of staff members to be considered for reclassification/promotion on the basis of merit.

The Director takes decision taking into account the limits authorised by the ETF's establishment plan and budget.

The latest promotion procedure dates back May 2008 and the decision on the deployment in ETF of a promotion/reclassification scheme was backed up by ETF Governing Board in February 2000 (pre-dating the 2004 revision of the Staff Regulations). It is meant to be updated during 2009.

1.2.5 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 V).

Over the years the number of female staff employed in the AD function increased to nearly reach the same number of male staff.

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

⁷ The ETF is currently developing an Electronic system to support the Annual Dialogue exercise which will lead to secured electronic archiving.

members employed in the AST function group, it has to be noted that applications for AST positions are largely from female candidates.

Function Group	F	M	Grand Total
AD	24	26	50
AST	26	10	36
II	9	3	12
III	14	2	16
IV	1	2	3
AL/N2	1	2	3
Grand Total	75	45	120

1.2.6 Statistics on geographical balance (Temporary, Contract and Local Agents)

Nationality	Total	Total
A	2	1,67%
B	7	5,83%
BG	2	1,67%
CZ	1	0,83%
D	7	5,83%
DK	5	4,17%
E	5	4,17%
EE	2	1,67%
EL	1	0,83%
ES	1	0,83%
F	8	6,67%
FIN	3	2,50%
Fyrom	1	0,83%
GB	10	8,33%
I	46	38,33%
IRL	3	2,50%
L	1	0,83%
NL	6	5,00%
P	1	0,83%
PL	2	1,67%
RO	2	1,67%
TUN	2	1,67%
TUR	1	0,83%
LV	1	0,83%
Grand Total	120	100,00%

1.2.7 Mobility policy in regard to the different types of employment

Mobility within the agency

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

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 takes part in the interagency job market in accordance with the agreement between agencies signed in this respect. 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 end of Tempus Technical Assistance and the transfer of the function to another agency (which has created until mid 2008 exceptional departing flow);
2. The age of the agency which is at a mature stage and by its size can only offer limited career advancement perspectives to its staff while larger agencies which have been recently created are actively recruiting experienced staff from other agencies including ETF

2 - OVERVIEW OF THE SITUATION OVER NEXT THREE YEARS

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

- Phasing in of a broaden thematic mandate and geographic scope within renewed external relation policies as part of the recast regulation that was approved in December 2008
- Deployment of Contract Agents (first recruitments took place in 2006) within the limit set by the Staff Regulations and ETF specific Implementing Rule
- 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 an average over time of 10% of all staff as long as compatible with the limits authorised by the agency's establishment plan and budget.

2.1 Turnover due to retirement or termination of employment

2.1.1 Turnover in the agency because of retirement

Two persons will reach the retirement age of 65 years during 2009, one during 2010 and one during 2011 and 2 in 2012.

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

2.1.2 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 is higher (11.9% in 2007 and 11.3 in 2008), in particular, due to the end of Tempus Technical Assistance activities at the ETF in June 2008. 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.

Replacements will be done in accordance to the logic exposed under 1.2.

2.2 Career developments in the agency: expected promotion and reclassification

To date, the average promotion/reclassification rate has been 10% of all staff. It is therefore the basis for the forecast for the period 2009-2012, 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.

Evolution of promotions/reclassification over years:

	2008	2007	2006	2005	2004	2003	2002	2001
% of all staff	8%	11%	10%	6%	14%	10%	9%	14%

2.3 Workload:

The 2010 Work Programme will support the strategic actions related to the Mid-term perspective for the period 2010-13, to be adopted by the ETF Governing Board in November 2009.

Throughout 2010, the ETF will continue to develop its corporate communication function of reinforcing its capacity to explore approaches to improve the dissemination of relevant material, and to keep the Commission services, both in the field and at headquarters, fully informed of its operations, initiatives and contacts. This will involve a broader use of audio-visual and web-based media to disseminate ETF actions and results in its work with partner countries.

The ETF will also further adapt its organisational processes and ways of working to the 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

ETF Activities in 2010 will continue to focus on three main themes: Contributing to education reform in the regions covered by the External Assistance instruments and supporting the European Commission.

1. Contributing to education reform in IPA, ENPI, and DCI (Central Asia) regions.

The objectives of the ETF in this area are to ensure that:

- ETF sector policy analysis and advice are incorporated by stakeholders in the modernisation of their education sectors to support increased employability and participation in education and training throughout the lifecycle
- Stakeholder capacities to define and implement education sector reform are strengthened and awareness raised on relevant EU experiences ;
- Sector analysis, programming and project support adopted in IPA assistance;
- Stakeholders from education sector, social partners and civil society are actively engaged in education reform process.

2. Supporting the European Commission and Partner Country policy development through innovation and learning. Within this theme, the ETF objectives are that

- Capacities in information, analysis, and policy analysis and advice are built in partner countries;
- Approaches to stakeholder capacity building are developed and implemented
- Information exchange capacities among international organisations and donors engaged in HRD in partner countries are developed;
- Methodologies for sector policy and programming input to Community assistance programmes in relevant fields developed and piloted;
- Appropriate policy lessons from EU and other relevant contexts for dissemination in/among partner countries captured and assessed.

3. Providing support to the European Commission in relation the external dimension of internal EU policies in the area of human capital development.

Analysis

The workload in fulfilling the mission is as follows:

- Support to activities under the Instrument for Pre-accession 32.5%
- Support to activities under the European Neighbourhood Partnership Instrument 32.5%
- Support to the Development and Co-operation Instrument 15%
- Support to Innovation and Learning 20%

The ETF will concentrate its activities in partner countries where the Community is actively investing in HRD and where the preconditions for reform are in place (a stable institutional environment and a commitment to education reform).

Based on the external evaluation report, ETF experience and the planning assumptions in the MTP, the ETF's main functions are the provision of policy analysis and advice and input to Community assistance. The capacity building, dissemination, information exchange and evaluation of training assistance contribute to these. The ETF's distribution of resources is as follows:

- 20% education policy analysis and support
- 24% partner country policy capacity building;
- 39 % input to Commission sector programming and project cycle;
- 10% dissemination and networking;
- 3.5% information exchange among donors and international organisations;
- 3.5% evaluation of training assistance.

In general the deliverables in the table below are based on the functions proposed by the Commission in COM (2006)832 final and on the experience in reform support developed by the ETF in the period 2000-06. The complexity and cost will evolve with the recast regulation.⁸

Functions	2000-06	2007-13
	Deliverables limited to vocational training and employment subsector	Deliverables encompassing entire education sector and its links with competitiveness, employment and social cohesion
Information and policy analysis	Policy review and advice	Policy review, analyses, and advice on the design of reform measures with active involvement and engagement of national and local stakeholders
Capacity building	Regional seminars and peer reviews and site visits for partner country stakeholders	National events targeted at key stakeholders and policy makers and focused on specific policy priorities and implementation challenges of partner countries
Information exchange among relevant international organisation and donors	Networking and periodic meetings among relevant international and aid organisations and aid organisations	Networking and periodic meetings among relevant international and aid organisations, including staff exchanges, joint events, conferences and publications and analyses and information dissemination events for Commission Services.
Support to Community assistance	Programming analysis and project identification	Support facility per priority country including sector analysis, programming project cycle support progress reporting, and HRD reviews and analyses of policy
Dissemination and Networking	Establishment and management of partner country and (sub) regional networks of stakeholders to disseminate EU policy approaches in sub sector	Establishment and management of partner country and (sub) regional networks of stakeholders to disseminate EU policy across the education sector and links with the labour market
Evaluation of effectiveness of training assistance	Periodic review of VET assistance in a partner country context on request of the Commission	Periodic review of assistance to education sector in a partner country on request of the Commission and ETF evaluation of its contributions to partner countries
ETF Capacity Building	Staff development activities to maintain ETF staff expertise	Staff development, knowledge management and recruitment activities to maintain ETF expertise and raise capacity
ETF Action research	Pilot action research projects to test reform models based on EU policy approaches in partner countries	Pilot action research and learning projects to test reform models based on EU approaches in partner countries and the provision of evidence based advice to Commission Services

⁸ Brussels, 25.7.2007 COM(2007) 443 final

In 2010, the outputs for the ETF will be as follows⁹:

Outputs	Type of Output	No of Outputs 2010
Support to activities under the Instrument for Pre-accession		
	HRD policy review	4
	Capacity Building actions	33
	Support to programming cycle	8
	Dissemination and Networking	8
	Effectiveness analysis	1
Total Outputs for IPA region		54
Support to activities under the European Neighbourhood Partnership Instrument		
	HRD policy review	4
	Capacity Building actions	41
	Support to programming cycle	10
	Dissemination and Networking	8
	Effectiveness analysis	1
Total outputs for ENPI region		64
Support to the Development and Co-operation Instrument - Central Asia		
	HRD policy review	2
	Capacity Building actions	19
	Support to programming cycle	5
	Dissemination and Networking	4
	Effectiveness analysis	0
Total outputs to DCI region		30
Support to Innovation and Learning	Capacity building for policy analysis and sector support	1
	Action learning research projects	6
	Information exchange among relevant bodies	3
Total innovation and learning		10

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

2.4.1 Corresponding to the PDB transmitted to the budgetary authority for the first following year (N)

The ETF needs to adapt its workforce with highly qualified Human Capital Development specialists in additional fields as per its recast regulation expect to enter into force in 2009.

- The ETF is planning to deploy in 2009 up to 93 long-term Temporary Agent and up to 3 short term Temporary Agents posts, the final number (maximum 96) depends on the 2009 budget constraints.
- In 2008 the following starts of service took place: 3 HCD specialists (AD7), 1 HCD senior experts (AD9), 1 Head of Unit (AD9). In 2009, as a consequence of selection procedures launched in the past and forthcoming ones, it is planned to

⁹ Outputs as projected for the ETF under its Recast regulation. Brussels 25.7.2007 COM 443 final: annex 1

- recruit up to 5 new Temporary Agents (1 HCD specialist starting early 2009, and up to 4 additional ones)
- 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 forthcoming Establishment Plan has been done in order to reflect these factors as well as possible reclassifications.
- In 2009, the establishment plan for AD posts has been strengthen by reducing the equivalent number of AST posts.

2.4.2 Indicative for the two consecutive years (N+1 and N+2)

- The ETF is planning to have in 2010 and 2011, 92 long term Temporary Agent Posts and 4 short term Temporary Agents posts. It is planned that the number of short term Temporary Agents shall slightly grow in order to reinforce Lead Expertise in Human Capital Development.
- In 2010 and 2011 continuous strengthening of expertise task force will be the priority as well as providing the adequate organisational support in order HCD specialists can concentrate on the core business and ETF continues increasing its efficiency as a whole.
- In 2010 and 2011 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 forthcoming Establishment Plan has been done in order to reflect these factors as well as possible reclassifications.
- It is anticipated that the number of TA posts for 2010 and 2011 remains at 2009 level in order the ETF can guarantee to fulfil its enlarged mission, to face the recast regulation and guarantee respect of the regulatory environment in which it evolves.

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 Resources as follow during 2009-2012:

Increase of expertise function by concentrating recruitments on HCD specialists/senior specialists

Support HCD specialists/senior specialists with administrative staff

End 2009-2012 build up to match recast regulation	
Temporary Agents AD staff	To cover expertise needs linked to centre of expertise broaden mandate. <ul style="list-style-type: none"> Up to 10 HCD Specialists/Senior Specialists
Temporary Agents AST Staff	
Contract Agents Function Group II/III/IV	To support HCD Specialists/Senior Specialists and ensure compliance with good administrative standards <ul style="list-style-type: none"> Up to 5 assistants/professionals
Total	<ul style="list-style-type: none"> 10 Specialists/Senior Specialists. 5 Support/Professionals (CA).

The planned recruitments for 2009-2010 to replace regular turnover and strengthen capacities for ETF recast regulation, an average forecast promotion rate of 10% of staff and

the automatic increase in step, as well as possible increase in weighting factor and usual yearly salary adaptation leads to a Title 1 budget for 2010 at the same level as in 2007 (without reserve) plus natural increase. 2008 budget was indeed exceptionally low (minus 6% between 2007 and 2008) and therefore the increase between 2008 and 2009 is 6%. Once the budget is reinstated at his 2007 level, ETF Title 1 budget will come back to a more stable inflation rate of 2%.

Planned staffing budget for Title 1 over the coming years and comparison with 2007:

2007	2008	2009	2010	2011
13,819,000	13,050,900	13,819,000	14,095,380	14,377,288

Evolution:

From 2007 to 2008	-	768,100	-6% decrease
From 2008 to 2009		769,100	6% increase
From 2009 to 2010		276,400	2% increase
From 2010 to 2011		281,928	2% increase

3. 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 point 1 and the evolution for the next 3 years as foreseen in point 2:

- the establishment plan N will be drawn up as presented in the preliminary draft budget;
- the establishment plans N+1 and N+2 will show indicative numbers of posts and grades and will be subject every year to possible adaptations to the evolution and situation of the agency.

4. SCHOOLING

Turin has a 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. This diversified offer targeting a broader community than ETF staff has proven not to need specific agreements with eventual direct financial contribution to be put in place.

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:

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 français Jean Giono: French school, covering ISCED 0 to 3 offering curricula in French and Italian as well as in English (gradually from 2009).

5. 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, 24 Implementing Rules have been adopted by the ETF Governing Board and 3 to 7 shall be submitted for their approval in 2009. They are as follows:

N°	Description
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
19	Part time
20	Engagement of Temporary Agent
21	Grading of Temporary Agents
22	Reimbursement of medical expense
23	Staff Committee Regulations
24	Performance appraisal of Director

The implementing rule on temporary management posts and that on middle management have been sent to DG Admin for approval.

Planned for 2009:

*Anti-harassment policy
Performance Appraisal
Promotion/Reclassification
Disciplinary issues
Missions
Special leave*

Annexes

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

I bis – Job description framework

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 Engagement and Use of Contract Agents

IV – ETF General Implementing Provisions on the Procedures Governing the Engagement and Use of Temporary Agents

V – ETF Equal Opportunities Policy

VI – ETF Internal Mobility Policy

VII – ETF HR Strategy

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

Agency's activities and tasks		Function as per ETF Job description framework	Type and duration of employment / contract	Functions Group and Grade of recruitment if position becomes vacant	Number of Staff employed
Directorate (2.5)		Senior Manager Professional Administrative support	TA short-term of (5+5) TA/CA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite)	AD 14 AST 4/FG III/FG IV FG II	1 1 0.5
Administration (41.5)	Administration Core (6)	Senior Manager Professional Administrative support	TA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite)	AD 9-12 AST 4/FG III/FG IV FG II	1 3 2
	Quality, planning, administrative support (7)	Coordinator Professional Administrative support	TA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite)	AD 5-7 AST 4/FG III/FG IV FGII	1 1 5
	Human Resources (8)	Middle Manager Professional Administrative support	TA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite)	AD 9 AST 4/FG III/FG IV FG II	1 2 5
	Finance and procurement (10.5)	Middle Manager Professional Administrative support	TA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite)	AD 9 AST 4/FG III/FG IV FGII	1 3 6.5
	Infrastructure and technologies management (10)	Middle Manager Coordinator Professional Administrative/technical support	TA long-term (3+3 + indefinite) TA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite)	AD 9 AD 5-7 AST 4/FG III/FG IV FG II	1 1 3 5
Operations (67)		Senior Manager Middle Manager Expert/Senior Expert Professional Administrative support	TA long-term (3+3 + indefinite) TA long-term (3+3 + indefinite) TA long-term (3+3 + indefinite)/SNEs/TA short-term (5+5) TA/CA long-term (3+3 + indefinite) + CA short term (3) TA/CA long-term (3+3 + indefinite) + CA short term (3)	AD 9-12 AD 9 AD 7 / AD 9 /SNEs AST 4/FG III/FG IV FG II	1 3 44 12(+1 from earmarked revenue until 10/2009) 7 (+1 from earmarked revenue until 10/2009)
ETF Communication (10)		Senior Manager Coordinator Professional Administrative support	TA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite)	AD 9-12 AD 5-7 AST 4/FG III/FG IV FG II	1 1 4 4
Planning Monitoring and Evaluation (8)		Senior Manager Expert Professional Administrative support	TA long-term (3+3 + indefinite) TA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite) TA/CA long-term (3+3 + indefinite)	AD 9-12 AD 7 / AD 9 AST 4/FG III/FG IV FG II	1 1 3 3

ANNEX I bis (available only in English)

director's decision

DEPT	Directorate
DATE	17 July 2007
REF	ETF/007/DEC/015
SUBJECT	Adoption of ETF Job Descriptions and Competence 1.1 frameworks

THE DIRECTOR,

- CONSIDERING the Internal Control Standard n°3 "Staff Competence" approved by the ETF Governing Board in June 2004 stating that "*ETF shall ensure on a permanent basis the adequacy between staff competence and their tasks by means of defining the knowledge and skills required by each job*"
- CONSIDERING the recommendations of the Commission's Internal Audit Service of May 2005 (the IAS report pointed out as an "*important recommendation*" that ETF must "*ensure that the personnel's expertise and skills are developed and maintained in accordance with the current and future business operational requirements*")
- CONSIDERING the ETF needs to establish a Job Descriptions framework allowing the ETF to:
 1. Operate an adequate, consistent and coherent approach to Job Descriptions throughout the organisation
 2. Document each Job Description under a common format adapted to ETF needs
- HAVING CONSULTED the ETF Management Team on both Job Description and Competence frameworks
- HAVING CONSULTED the ETF Staff Committee on both Job Description and Competence frameworks

HAS ADOPTED the ETF Job Description framework and the Competence framework in its version 1.1.



Muriel Dunbar
Director

ETF JOB DESCRIPTION FRAMEWORK

1. Background

The ETF Job Description Framework gives a structure to a consistent set of job descriptions that are tailored to the ETF's regulatory environment and its identity as a centre of expertise. It acts as a bridge between the ETF's mission statement and the related processes and projects the agency implements.

A job description describes the purpose, the expected responsibilities and associated activities of a particular job, while specifying the competences required to perform the tasks. As such, job descriptions can improve the ETF's ability to develop its management of people and its overall operational efficiency and effectiveness.

Individual job descriptions provide a comprehensive overview of what is needed at the ETF and of the elements that support consistency and coherence throughout the organisation.

Finally, job descriptions are the starting point for setting personal and development objectives, as well as for preparing vacancy notices and internal mobility calls for expression of interest.

2. Overall approach

The Framework has four levels:

Level 1: ETF mission

The ETF mission statement is the basis of all the projects and processes that the ETF deals with.

Level 2: ETF Job families

From the mission and its relative processes and projects, three job families have been derived from and identified:

- The **service family** that supports efficient and effective operations.
- The **management family** that controls the efficient use of resources (human and financial), monitors the efficiency and effectiveness of processes, and mitigates risks.
- The **core business expertise family** that creates, builds-up, promotes and share knowledge and expertise in the ETF's institutional expertise fields.

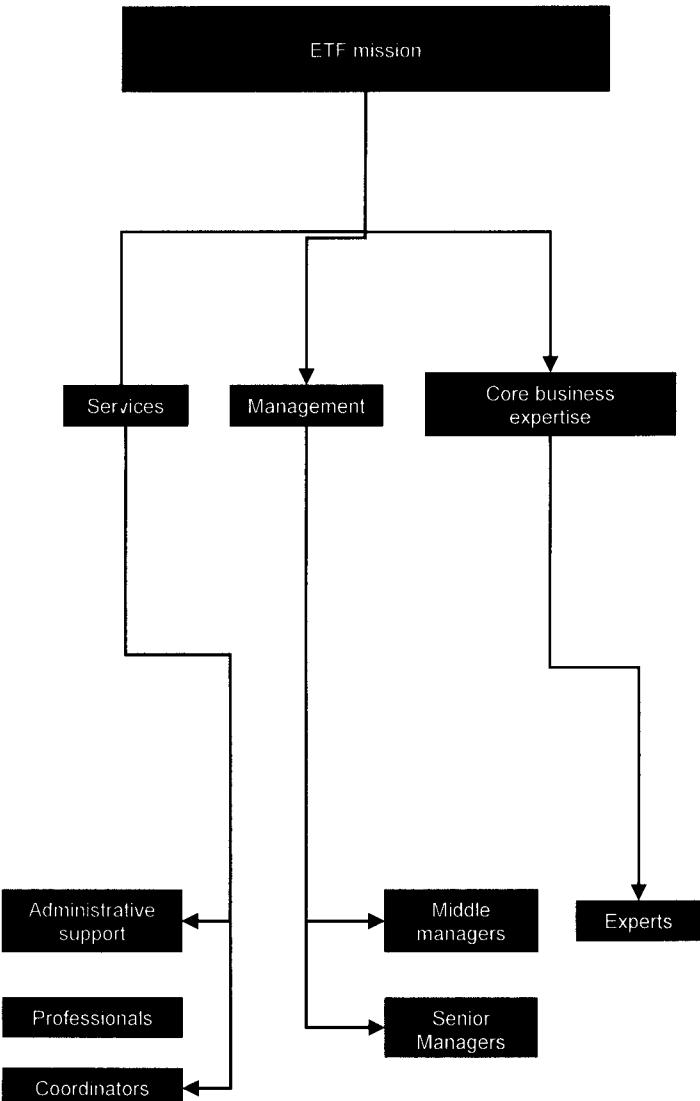
Level 3: ETF functions

Each family covers a range of functions that serve specific operational needs and that characterise the type of job, define the generic responsibilities and tasks of the specific job

Each of these six functions has therefore its own challenges, responsibilities and typical range of targeted competences¹. These dimensions are captured in the "function descriptions" prepared and updated by the HR unit (see annex 1) and are to be used by managers as guidance for the elaboration of individual job descriptions (see level 4).

▪ Service functions

- **Administrative support** functions are occupied by people who facilitate the efficient and effective functioning of ETF activities by carrying out a large number and variety of administrative and organisational tasks.



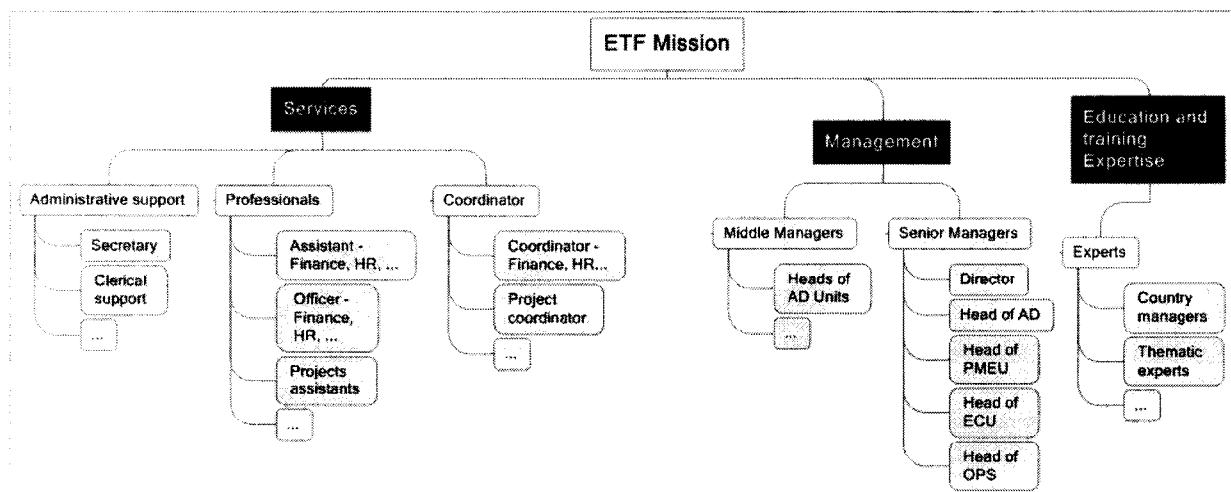
¹ On the basis of the current ETF competence map (see annex 2)

- **Professional** functions are occupied by people who act autonomously in implementing the processes they are involved in and add value by their specific technical competences.
- **Coordinator** functions are occupied by people who manage projects or processes of a similar nature and contribute to staff management by giving input for objective setting and appraisal to managers.
- **Management functions**
 - **Middle manager** functions are occupied by people who control multiple processes and manage the associated risks as well as related resources. They are the main people managers and can have sub-delegated financial authorisation for specific activities.
 - **Senior manager** functions are occupied by people who supervise sets of projects, processes and middle managers. They define strategy, anticipate and mitigate the associated risks. They communicate at strategic level with stakeholders and politically sensitive counterparts. They are people managers and have financial authorisation responsibilities and assume the associated risks.
- **Core business expertise functions**

These functions relate directly to the ETF's mission as a centre of expertise on human resources development and cover all related expert jobs.

- **Expert** function are occupied by people who contribute to the continuing development and recognition of the ETF as a centre of expertise by developing, applying, promoting and sharing technical knowledge and competence recognised by peer organisations.

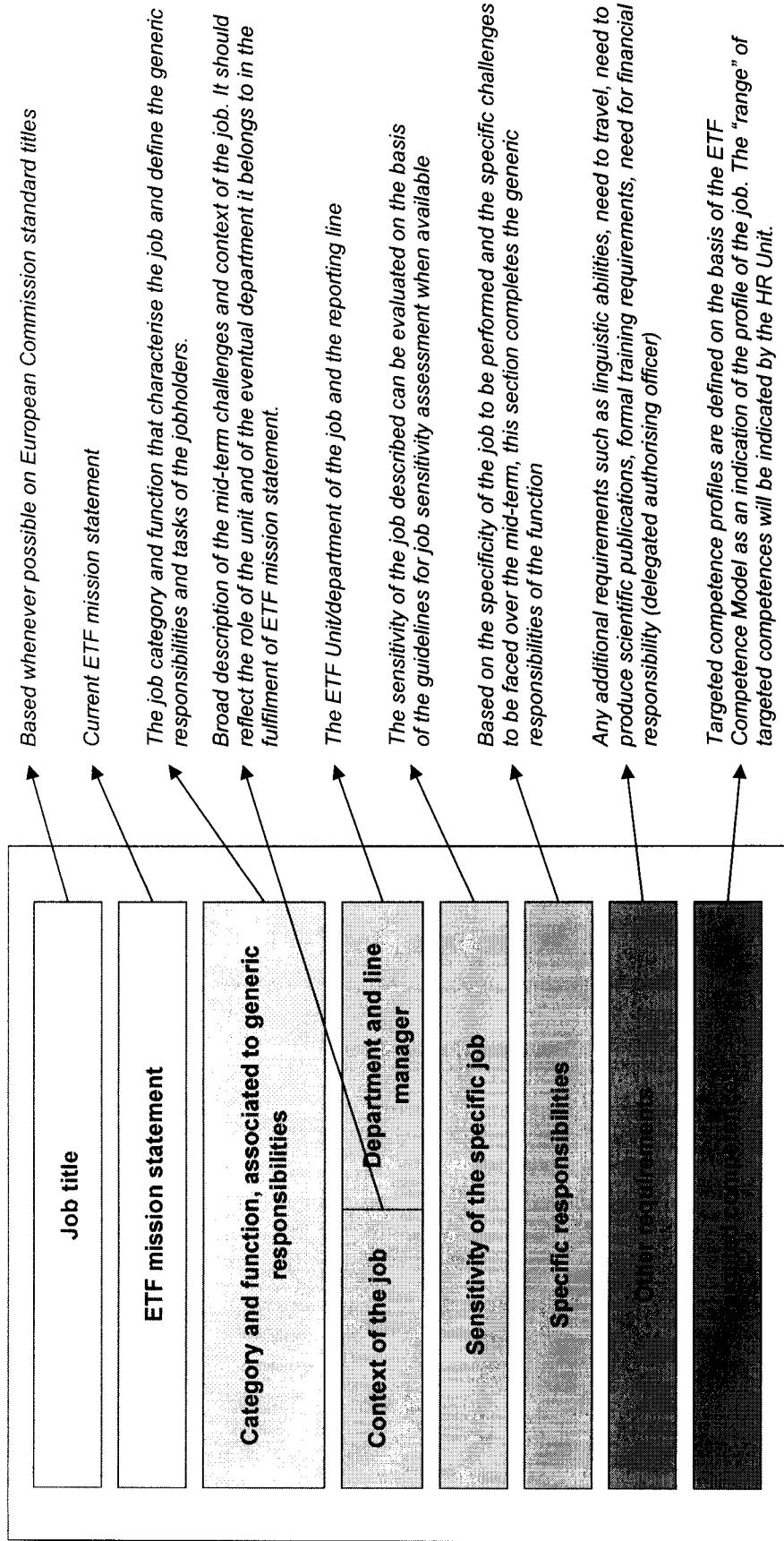
As a summary, ETF job description framework can be pictured as follow:



Level 4: Description of individual jobs

Within each function, a number of specific jobs is derived. A job can correspond to one position (i.e. one job of Director, one full time position of Director), less than one (such as one job of "data protection officer", but not a full time position) or more than one position (such as one job of project assistant and several full time positions) in different units and departments of the organisation.

ETF job descriptions are composed of a generic part that will principally be the same for all jobs belonging to the same function, and a specific part.



Individual job descriptions describe the tasks and level of competences targeted to be performed by people assigned to each job. They are not an exhaustive list of all responsibilities, duties, and skills required. Staff members may be required to perform duties outside their above mentioned generic and specific responsibilities as the need arises.

The objective setting process complements the job descriptions by defining key work-related objectives and major performance indicators, as well as personal development objectives in the short-term

3. Elaboration and update of job descriptions

Job descriptions are prepared by managers with the support of the HR Unit. Managers analyse the jobs within their team/unit/department to enable the preparation of the related job descriptions. The draft job descriptions are then reviewed by the HR Unit for consistency and Director ultimate validation

Job descriptions are a key element of the core HR processes at the ETF, including recruitment, internal mobility and personal development. In their capacity as people managers, managers have a duty to ensure that job descriptions under their responsibility are applied effectively and updated as and when necessary. A job description update will be triggered by changes in the organisation or as part of the recurrent review linked to the elaboration of the yearly work programme. The HR Unit will monitor the update process and support managers in this exercise.

4. Annexes:

Annex 1: Function descriptions

Annex 2: ETF competence framework – version 1.1

ANNEX 1 : Function descriptions

Job Family: Service

Administrative Support

Version 1.1

Generic mission: to facilitate the efficient and effective functioning of ETF activities by carrying out a large number and variety of administrative and organisational tasks.

Generic challenges: administrative support staff will be reliable and have a high sense of responsibility. For senior positions autonomy and initiative is also expected.

Generic responsibilities normally associated to the function:

- Provide administrative/technical support to execute the related activities.
- Establish and maintain working relations at a team and individual level in a multicultural context.
- Manage documents (receive, register, distribute, file)
- Draft correspondence and other documents
- Maintain databases
- Organise and present information, answer requests
- Respond to customer/stakeholder needs with solutions

Typical range of related targeted competences

Core competences	Level
Team work	1-2
Coaching	0-1
Effective communication	1-2
Analysis, synthesis and problem solving	1-2
Service orientation	1-2

Technical competences	Level
Financial, procurement and legal	1-2
Organisational support	1-3
Specific to field of activity	1-2

Job Family: Service

Professional

Version 1.1

Generic mission: to act autonomously in implementing the processes and to add value to often technical processes.

Generic challenges: professionals hold the technical skills required to perform the tasks and will understand the related process as a whole in order to optimise operational efficiency.

Generic responsibilities normally associated to the function:

- Actively participate in the development of new and/or take the initiative to update and improve existing processes
- Perform complex administrative/technical*asks to carry out the related processes.
- Be a specialist on the related processes and build up knowledge accordingly.
- Establish and maintain working relations at a team and individual level in a multicultural context.
- Organise and present information to a variety of audiences including drafting and reviewing correspondence and documents, providing feedback to the coordinator/line manager in the form of analytical reports and reviews.
- Provide guidance and direction to more junior colleague(s) to support their development.
- Respond to customer/stakeholder needs with solutions that add value.
- Assist and advise in risk assessment on financial and procurement regulatory frameworks and the underlying legal environment.

Typical range of related targeted competences

Core competences	Level
Team work	1-2
Coaching	0-1
Effective communication	1-2
Analysis, synthesis and problem solving	2-3
Service orientation	1-2

Technical competences	Level
Financial, procurement and legal	2-3
Organisational support	1-2
Specific to field of activity	2-3

* Select as appropriate

Job Family: Service

Coordinator

Version 1.1

Generic mission: To focus on the management of projects or processes* of a similar nature and contribute to staff management by giving input for objective setting and appraisal to managers..

Generic challenges: Coordinators aim at achieving project/process efficiency while ensuring the development of staff members through empowerment and coaching.

Generic responsibilities normally associated to the function:

- Coordinate the planning, implementation and follow-up of a set of similar projects/processes.
- Coordinate the operation/optimisation of related projects/processes.
- Be a specialist for the above mentioned related projects/processes.
- Establish and maintain working relations at a team and individual level in a multicultural context.
- Organise and present information to a variety of audiences including regular activity reports to managers.
- Coach staff members allocated to the related processes/projects by providing guidance, feedback, and direction to support their successful development, performance and achievement of objectives.
- Respond to customer/stakeholder needs with solutions that add value.
- Advise and assist in risk assessment on financial and procurement regulatory frameworks and the underlying legal environment.

Typical range of related targeted competences

Core competences	Level
Team work	2-3
Coaching	2-3
Effective communication	2-3
Analysis, synthesis and problem solving	2-3
Service orientation	1-2

Technical competences	Level
Project/process management skills	2-3
Financial, procurement and legal	1-2
Human resources management skills	1-2
Specific to field of activity	3-4

* Select as appropriate.

Job Family: Management

Middle managers

Version 1.1

Generic mission: to control multiple processes and manage the associated risks as well as related resources. To be the main people managers and to communicate on their activities with mostly technical interlocutors. To Have financial authorisation sub-delegated responsibilities (where applicable) .

Generic challenges: Middle managers drive ETF activities. This highly diversified function requires efficient monitoring, problem solving, delegation, planning, organisation and leadership skills

Generic responsibilities normally associated to the function:

- Act as a people manager for staff by:
 - setting business and developmental objectives at individual level
 - organising the allocation of work
 - assessing performance throughout the year
 - identifying and initiating corrective actions for inappropriate behaviour and performance
 - providing regular guidance, feedback, and direction in order to support their successful development, performance, and achievement of objectives
- Establish and maintain working relations at a team and individual level in a multicultural context
- Supervise the implementation and monitoring of relevant processes by:
 - aligning them with ETF operational needs
 - ensuring they are effective and efficiently planned and regularly adapted
- Develop and maintain contact with key technical stakeholders for relevant processes
- Ensure the continuity of operations in their team and actively facilitate continuity of operations in other parts of the organisation
- Monitor the use of financial resources allocated by senior managers to the related processes, within the framework of the EC Financial Regulations, and apply risk management principles
- Monitor the respect of ETF policies

Typical range of related targeted competences

Core competences	Level
Team work	3-4
Coaching	3-4
Effective communication	2-3
Analysis, synthesis and problem solving	2-3
Service orientation	2-3

Technical competences	Level
Project/process management skills	2-3
Financial, procurement and legal	2-3
Human resources management	2-3
Specific to field of activity	2-3

Job Family: Management

Senior managers

Version 1.1

Generic mission: to supervise sets of projects, processes and middle managers. To define strategy, anticipate and mitigate the associated risks. To communicate at strategic level with stakeholders and politically sensitive counterparts. To be people managers. To have financial authorisation responsibilities and assume the associated risks.

Generic challenges: Senior managers lead the ETF towards its strategic objectives. They set directions according to their common vision of ETF priorities. They inspire and empower staff members, optimise organisational capabilities and take decisions.

Generic responsibilities normally associated to the function:

- Define the ETF strategy, ensure its effective implementation through ETF internal and external activities, anticipate and mitigate associated risks
- Assume ultimate responsibility for ETF specific or global activities and internal projects
- Ensure leadership by influencing the behaviour of ETF staff towards collective goals by ensuring the vision is well communicated and building trust across the organisation
- Represent the agency globally in external events, and maintain and develop networks of affluent/political contacts
- Establish and maintain working relations at team and individual level in a multicultural context
- Set objectives for ETF departments
- Supervise middle managers and act as people manager for staff by:
 - setting business and development objectives at individual level,
 - organising the allocation of work among staff,
 - assessing performance throughout the year,
 - identifying and initiating corrective actions for inappropriate behaviour and performance
 - providing regular guidance, feedback, and direction in order to support successful development, performance, and achievement of objectives
- Act as authorising officer (under the delegation of the Director) and monitor the use of financial resources
- Ensure continuity of operations in teams and actively facilitate the continuity of operations in other parts of the organisation

Typical range of related targeted competences

Core competences	Level
Team work	3-4
Coaching	3-4
Effective communication	3-4
Analysis, synthesis and problem solving	3-4
Service orientation	2-3

Technical competences	Level
Project/process management skills	2-3
Financial, procurement and legal	2-3
Human resources management	2-3
Specific to field of activity	1-2

Job Family: Core business expertise

Experts

Version 1.1

Generic mission: To contribute to the continuing development and recognition of the ETF as a centre of expertise by developing, applying, promoting and sharing technical knowledge and competence recognised by peer organisations.

Generic challenges: This function is about technical knowledge and legitimacy. Experts are the natural ambassadors of ETF's in their specialist field and therefore the recognition of peers directly serves the ETF's development needs.

Generic responsibilities normally associated to the function:

- Develop, maintain and share knowledge and understanding on human resources development (HRD) within and outside ETF and translate it into relevant expertise advice to assist systemic reform in partner countries
- Develop and provide advice and guidance to EC services and education and training stakeholders in the partner countries to support and develop suitable reform policies and approaches
- Establish and maintain working relations at a team and individual levels in a multicultural context.
- Analyse and benchmark reform processes and policies in partner countries
- Advocate European principles and policies, translated into the realities of partner countries, by developing and designing EC interventions to support systemic change
- Nurture existing networks in related fields of expertise and promote ETF activities within these networks, while keeping abreast of the latest developments in relevant areas of expertise
- Report to middle management on activities performed (through analysis, reviews, surveys and other ad hoc documentation)
- Coach more junior experts

Typical range of related targeted competences

Core competences	Level
Team work	2-3
Coaching	0-3
Effective communication	2-3
Analysis, synthesis and problem solving	2-3
Service orientation	1-2

Technical competences	Level
Financial, procurement and legal	1-2
Specific to field of activity	2-4

ANNEX 2 : ETF competence framework – version 1.1

ETF Competence framework – version 1.1

In order to provide a common benchmark for all in ETF, the ETF has defined a competence framework made of a series of competences related to its identity as centre of expertise and its ambition of excellence, and, for each competence, proficiency levels representing the level of ability in the particular competence.

This competence framework includes 10 competences, five core (or behavioural) and five technical. This framework is dynamic and will evolve over time to cover the evolution of the needs of the ETF as required by its evolving environment and mission.

In addition, in terms of language skills, the ETF adheres to the Council of Europe's reference document for the European Language Portfolio known as "Common European Framework of Reference - CEFR" (source: <http://www.coe.int/T/DG4/Portfolio/>).

The core competences in brief

These five core competences (see page 3) are:

1. Teamworking skills
2. Coaching skills
3. Effective communication skills
4. Analysis, synthesis and problem solving skills
5. Service orientation skills

The level of proficiency of each competence is assessed on a scale from 1 to 4 reflecting the degrees of creativity and complexity. As a rule of thumb, the proficiency levels can be roughly summarised as follows:

Proficiency level 1 represents	the ability, for the given core competence, to accept challenges and to constructively learn from them.
Proficiency level 2 represents	the ability, for the given core competence, to welcome challenges and opportunities in order to build on experience.
Proficiency level 3 represents	the ability, for the given core competence, to develop innovative practices in response to new and complex challenges.
Proficiency level 4 represents	the ability, for the given core competence, to develop practices that are recognised as leading examples within ETF.

The precise definition of the level on these dimensions is given on page 3 and 4.

The technical competences in brief

These five technical competences (see from page 4 onwards) are:

1. Skills in policy advice and analysis of human resource development issues
2. Skills in policy advice and analysis on EU policies, instruments and tools
3. Relationship management skills
4. Project management skills / process management skills
5. Corporate administration skills

The level of proficiency of each competence is assessed on a scale from 1 to 4 reflecting the ability to assume levels of autonomy, complexity, and knowledge recognition. As a rule of thumb, the proficiency levels can be roughly summarised as follows:

Proficiency level 1 represents	the ability, for the given technical competence, to execute tasks and learn from them. The jobholder requires supervision and guidance to handle new situations.
Proficiency level 2 represents	the ability, for the given technical competence, to be almost autonomous in completing a process under his/her responsibility and to share knowledge with and learn from colleagues facing similar challenges. The jobholder seeks guidance to face innovative situations
Proficiency level 3 represents	the ability, for the given technical competence, autonomously organise multiple processes to achieve a set objective and to report on risks and difficulties. The jobholder is a reference point for colleagues seeking mentoring on the subject
Proficiency level 4 represents	the ability, for the given technical competence, to autonomously define and implement a strategy to achieve the institutional goals under his/her responsibility, identifying and reporting associated risks. The jobholder is approached by peer organisations for advice on how to face innovative tasks in a shared area of interest.

A precise definition of the level on these dimensions is given on page 6 and 7.

Detailed ETF competence map

The ETF has defined the following competences (split into core and technical competences) related to its identity as centre of expertise and its ambition of excellence:

1. Core competences

1.1 Definition

Core competences identified as the ones the ETF needs to achieve its mission are:

1. Teamworking skills

The ability to establish and maintain excellent working relations at all levels in a multicultural context both at team and individual levels, and the ability to share, within a group of interacting individuals, a common goal and the responsibility for achieving it

2. Coaching skills

The ability to provide guidance, feedback, and direction to another person to support his/her successful development, performance, and achievement of objectives

3. Effective communication skills

The ability to organise and present information, views and concepts in a concise, understandable and interesting way for a variety of multi-cultural audiences within the organisation and/or externally, and to respond to information, questions and requests from others

4. Analysis, synthesis and problem solving skills

The ability to grasp and analyse complex and wide-ranging questions, issues or information and/or the ability to tackle issues and problems in a logical, step-by-step way and to design and implement suitable solutions

5. Service orientation skills

The ability to discover underlying customers/stakeholders' needs and/or to deliver solutions that meet needs, give added value and exceed expectations

1.2 Levels of proficiency

The ETF has defined four levels of proficiency (defined by two dimensions: creativity and complexity) for each of the skills described above, as follows:

Level 1

Creativity: S/he is eager and open to new ideas, actions, initiatives, solutions, etc.

Complexity: S/he handles well known situations requiring the application of known solutions/approaches

Level 2

Creativity: S/he actively supports new ideas, actions, initiatives, solutions, etc.

Complexity: S/he uses solid experience to handle difficult new situations

Level 3

Creativity: S/he actively and positively contributes to the development and/or implementation of new ideas, actions, initiatives, solutions, etc.

Complexity: S/he handles situations characterised by **at least 2** of the following components:

- Large size (involving more than 20 people and/or multiple stakeholder groups resistant to the approaches proposed)
- Large scope (politically sensitive, strategic options to be considered or a budget that goes beyond €1 million)
- Long term (period of at least 2 years)
- Exploring new areas for ETF

Level 4

Creativity: S/he is considered within ETF as a leading example

Complexity: S/he handles situations characterised by **at least 3** of the following components:

- Large size (involving more than 20 people and/or multiple stakeholder groups resistant to the approaches proposed)
- Large scope (politically sensitive, strategic options to be considered or a budget that goes beyond €1 million)
- Long term (period of at least 2 years)
- Exploring new areas for ETF

2. Technical competences

2.1 Definition

Technical competences identified as the ones the ETF needs to achieve its mission are as follows:

1. Skills in policy advice and analysis of human resource development issues

A jobholder with skills in policy advice and analysis is someone who develops, maintains and shares knowledge and understanding on human resources development (HRD) within and outside the ETF and translates it into expertise advice for assisting systemic reform in partner countries mostly in the following areas:

- Labour market and employment
- Education and training
- Statistics and performance indicators
- Population issues
- Governance of education
- Vocational education supported by ICT
- Enterprise development
- Local development

2. Skills in policy advice and analysis on EU policies, instruments, and tools

A jobholder with skills in policy advice and analysis on EU policies, instruments, and tools is someone who develops, maintains and shares knowledge and understanding on human resources development (HRD) within and outside ETF and translates it into relevant expertise advice for assisting systemic reform in partner countries in the following areas:

- EU HRD policies and programmes
- External relations policies and instruments
- EC projects tools and methods

3. Relationship management skills

A jobholder with relationship management skills is someone who develops and maintains operational and strategic relationships in order to identify operational needs and supply the ETF's HRD and country expertise among the following counterparts:

- Commission services
- Partner countries
- EU Institutions
- Member States
- International organisations

4. Project management skills - Process management skills

A jobholder who can manage a set of activities while achieving a set of goals in terms of:

- Project management, which involves defining and achieving targets while optimising the use of resources available (time, budget, and people). This includes resourcing, planning, scheduling and maintaining progress of activities within a given budget to achieve a set objective. As an alternative, project management can be considered as maintaining the risk of failure at a value as low as necessary over the lifetime of the project
- Process management is the application of knowledge, skills, tools, techniques and systems to define, visualise, measure, control, report and improve processes with the goal of meeting customer requirements profitably, and within the "3 Es" framework (economy, efficiency, effectiveness).

5 Corporate administration skills

A jobholder with the skills to perform in one or more of those specific areas:

5.1 Corporate administration: Human resources management skills

Human resource management at corporate level consists of a framework of activities and practices that support and develop a motivated workforce while at the same time complying with legislation and regulations that govern the employer/employee relationship. HRM function includes a variety of activities, and key among them are planning & policy, staffing, recruiting, training and development, career development, competency management, performance management, compensation and benefits, payroll, work environment, laws and regulations and employees relations and communication. HR managers should guide staff in their competence development through open, challenging and constructive dialogue and help staff to achieve areas for development ("people management").

5.2 Corporate administration: Financial, procurement and legal skills

Financial, procurement & legal services represent a framework of advisory and support services for the organisation and its different organisational units. These services focus on effective management, in-depth analysis, accurate reporting and advising on the legality and regularity of operations within each of the financial, procurement and legal domains by using of the appropriate technical knowledge, IT tools and according to corporate governance rules.

5.3 Corporate administration: Information and computer technology (ICT) skills

Overall ICT management at corporate level exploits ICT, including the development and deployment of strategy, policies and processes, in order to enable organisations to meet their expressed needs in the capture, processing, storage and recovery of data and information. As

such, ICT encompasses the full information technology life cycle for hardware, software, telecommunications & networking and user services.

5.4 Corporate administration: Corporate communication skills

Corporate communication supports, facilitates, and promotes the organisation, its expertise and activities internally to staff and externally to stakeholders and the public. This is done by different means of information and communication, including periodicals and publications, internet and audiovisual products, media, marketing and dialogue-generating communication (events, visits, meetings and exhibitions).

5.5 Corporate administration: Facility management skills

Facility management (FM) is an integrated approach to operating, maintaining, improving and adapting buildings, infrastructure and services of the ETF in order to create an environment that fully supports the primary objectives of the ETF. It regards both operational and strategic aspects.

5.6 Corporate administration: Organisational support

Organisational support consists of a framework of activities and practices that provide overall administrative assistance and back-up throughout an organisation either for a single individual or for a group of staff. The function involves a large number and variety of tasks both administrative and organisational: key among them are correspondence management (draft and prepare letters and respond to routine letters and general correspondence), planning and organisation of internal/external meetings, diary management, travel arrangements, filing, telephone handling, document management, general clerical work.

2.1 Levels of proficiency

The ETF has defined four levels of proficiency (defined by three dimensions: autonomy, complexity, knowledge recognition) for each of the skills described above, as follows:

Level 1

Autonomy: His/her line manager defines the actions, work products and processes necessary to accomplish his/her assigned tasks. S/he is provided with direction against a timetable on a regular basis

Complexity: S/he handles well known situations requiring the application of well known solutions/approaches

Knowledge recognition: S/he develops knowledge for areas relevant to him/her. Knows who to contact for adequate information

Level 2

Autonomy: S/he prioritises daily tasks with guidance from her/his line manager, who takes the initiative to ensure issues are resolved and progress is maintained. S/he seeks guidance as appropriate on key issues

Complexity: S/he uses solid experience to handle difficult new situations

Knowledge recognition: S/he leverages knowledge to other ETF staff members and/or stakeholders

Level 3

Autonomy: S/he takes the initiative, develops the work plan, checks progress against objectives, and reports any deviation to his/her line manager

Complexity: S/he handles situations characterised by at least 2 of the following components:

- Large size (involving more than 20 people and/or multiple stakeholder groups resistant to the approaches proposed)
- Large scope (politically sensitive, strategic options to be considered or a budget that goes beyond €1 million)

- Long term (period of at least 2 years)
- Exploring new areas for ETF

Knowledge recognition: S/he is recognised as subject matter expert inside ETF

Level 4

Autonomy: S/he requires no supervision but keeps leadership informed of key milestones, raising issues of risk to the appropriate level and at the appropriate time

Complexity: S/he handles situations characterised by at least three of the following components:

- Large size (involving more than 20 people and/or multiple stakeholder groups resistant to the approaches proposed)
- Large scope (politically sensitive, strategic options to be considered or a budget that goes beyond €1 million)
- Long term (period of at least 2 years)
- Exploring new areas for ETF

Knowledge recognition: S/he is recognised as subject matter expert outside ETF

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-1 (2009)							Year N (2010)											
	Staff			Establishment Plan		Staff evolution							Organisational evolution			Establishment Plan			
	Employed on 31.12 2009 (estimation)			Authorised		Promotion / Career advancement				Turn-over			New posts			Estimation (Provisional Draft Budget)			
	Officials	TA - LT	TA - ST	Total	Perm	Temp	Total	Officials	TA - LT	TA - ST	Officials	TA - LT	TA - ST	Perm	Temp - LT	Temp - ST	Perm	Temp	Total
AD16				0			0											0	0
AD15				0			0											0	0
AD14		1	1	1			1											1	1
AD13	1		1	3	3					2								3	3
AD12	8		8	8	8	8			-2									5	5
AD11	13		13	10	10													13	13
AD10	3		3	5	5					1								4	4
AD9	14	2	16	13	13				-1	2								18	18
AD8	6		6	11	11				-2									4	4
AD7	10		10	8	8													10	10
AD6	1		1	0	0													1	1
AD5			0	0	0													0	0
Total AD	56	3	59	59	59	0	-5	5	0	0	-1	1	0	0	0	0	59	59	
AST11			0			0													0
AST10	2		2	3	3					1								3	3
AST9	4		4	8	8				-1	3								6	6
AST8	4		4	4	4				-3	1								2	2
AST7	7		7	7	7				-1									7	7
AST6	9		9	10	10													10	10
AST5	2		2	4	4													4	4
AST4	5		5	1	1													5	5
AST3	1		1	0														0	0
AST2	3		3	0														0	0
AST1			0	0														0	0
Total AST	37	0	37	0	37	37	0	-5	5	0	0	0	0	0	0	0	0	37	37
Overall Total	0	93	3	96	0	96	96	0	-10	10	0	0	-1	1	0	0	0	96	96

Grade	Year N+1 (2010)			Year N+2 (2011)											
	Establishment Plan			Staff evolution						Organisational evolution			Establishment Plan		
	Provisional planning			Promotion / Career advancement			Turn-over			New posts			Provisional planning		
	Perm	Temp	Total	Officials	TA - LT	TA - ST	Officials	TA - LT	TA - ST	Perm	Temp - LT	Temp - ST	Perm	Temp	Total
AD16	0	0											0	0	0
AD15	0	0											0	0	0
AD14	1	1											0	1	1
AD13	3	3											0	4	4
AD12	5	5											0	5	5
AD11	13	13											0	12	12
AD10	4	4											0	4	4
AD9	18	18						-1					0	19	19
AD8	4	4						1					0	2	2
AD7	10	10											0	12	12
AD6	1	1											0	0	0
AD5	0	0											0	0	0
Total AD	0	59	59	0	5	0	0	0	0	0	0	0	0	59	59
AST11	0	0											0	0	0
AST10	3	3											0	3	3
AST9	6	6											0	8	8
AST8	2	2											0	4	4
AST7	7	7											0	5	5
AST6	10	10											0	10	10
AST5	4	4						-1					0	4	4
AST4	5	5						1					0	3	3
AST3	0	0											0	0	0
AST2	0	0											0	0	0
AST1	0	0											0	0	0
Total AST	0	37	37	0	0	0	0	0	0	0	0	0	0	37	37
Total	0	96	96	0	5	0	0	0	0	0	0	0	0	96	96

Grade	Year N+1 (2011)			Year N+2 (2012)											
	Establishment Plan			Staff evolution						Organisational evolution			Establishment Plan		
	Provisional planning			Promotion / Career advancement			Turn-over			New posts			Provisional planning		
	Perm	Temp	Total	Officials	TA - LT	TA - ST	Officials	TA - LT	TA - ST	Perm	Temp - LT	Temp - ST	Perm	Temp	Total
AD16	0	0											0	0	0
AD15	0	0											0	0	0
AD14	1	1											0	1	1
AD13	4	4											0	4	4
AD12	5	5											0	6	6
AD11	12	12					-1						0	11	11
AD10	4	4											0	6	6
AD9	19	19						1					0	17	17
AD8	2	2											0	4	4
AD7	12	12					-2	2					0	10	10
AD6	0	0											0	0	0
AD5	0	0											0	0	0
Total AD	0	59	59	0	5	0	0	-3	3	0	0	0	0	59	59
AST11	0	0											0	0	0
AST10	3	3											0	4	4
AST9	8	8											0	8	8
AST8	4	4											0	3	3
AST7	5	5											0	6	6
AST6	10	10											0	9	9
AST5	4	4											0	5	5
AST4	3	3					-1	1					0	2	2
AST3	0	0											0	0	0
AST2	0	0											0	0	0
AST1	0	0											0	0	0
Total AST	0	37	37	0	5	0	0	-1	1	0	0	0	0	37	37
Total	0	96	96	0	10	0	0	-4	4	0	0	0	0	96	96

Annex III



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



General implementing provisions on the procedure governing the engagement and the use of Temporary Agents 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 1895/2006 of 19 December 2006, and in particular to Articles 2 (a) and 12 (5) of the CEOS,

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 8 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

HAVING regard to the Commission Decision C(2005)5304 of 16 December 2005 concerning the guidelines on staff policy in the European Regulatory Agencies,

HAVING regard to the ETF SPP as approved by ETF Governing Board,

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

WHEREAS:

- (1) Detailed rules on the employment of temporary agents are desirable. These rules should be based on the types and the duration of tasks to be filled with temporary staff.
- (2) Temporary agents should be selected through a transparent and objective procedure.
- (3) The grading of temporary staff should correspond to the functions to be exercised.
- (4) The agency may only recruit temporary staff under Article 2a of the CEOS

HAS DECIDED AS FOLLOWS:

ARTICLE 1 - SCOPE

These rules shall apply to temporary staff referred to in Article 2a (hereafter temporary agents 2a) of the CEOS engaged in the ETF, except those in the Management category such as:

- the post of the Director stated in the Council Regulation (EC) N° 1360/90 of 7 May 1990 establishing the European Training Foundation.
- the posts of Heads of Unit/Department whose conditions of engagement and employment shall be carried out in line with the specific decision concerning middle management.

ARTICLE 2 - TYPE OF POSTS AND FILLING OF POSTS

With reference to the Guidelines on staff policy in the European Regulatory Agencies¹ Temporary agents 2a shall be engaged on temporary posts on long-term or short-term employment.

For each vacancy corresponding to a temporary post in the establishment plan of the ETF which is identified as a long-term employment and to prior publication of an external vacancy notice, the Director considers if the post may be filled first through an internal engagement procedure (in line with the Director decision on internal mobility), or via the Interagency Job Market. Short-term employment posts shall only be filled through an external engagement procedure.

The publication of a long-term employment post may be done simultaneously internally in the Agency and in the Interagency Job Market, before making an external publication of the vacant post. However, in the case of simultaneous publication internally and in the Interagency Job Market, the applications of the internal candidates shall be considered first.

ARTICLE 3 - SELECTION PROCEDURE FOR LONG-TERM EMPLOYMENT

The ETF may select temporary agents 2a for long term employment using one of the following selection procedures:

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

(a). Where, pursuant to Article 12 (3) and (4) of the CEOS, EPSO organises on request of the agency a selection procedure, it shall follow the same standards as for general officials' competitions.²

EPSO shall provide the Agency with a short list of successfully tested candidates.

In the case of general selection procedures performed for different institutions, EPSO shall, on request of the Agency, take account of the needs of the Agency by reserving a quota of successful candidates and indicating, where appropriate, which of them were successfully tested in the Agency's field.

(b). The Agency shall set up a Selection Assessment Board, which shall consist of at least three members.

Where the Selection Assessment Board consists of three members, 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 Unit or the member from the relevant service shall act as chairman..

In specific cases, in particular for selection procedures of experts, one or two additional members may be designated from another unit/department of the agency, from outside the agency or from outside the Community institutions.

The members of the Selection Assessment Board are officials or temporary agents and shall be chosen from officials/temporary agents whose function group and grade is at least equal to that of the post to be filled.

¹ Commission Decision C(2005)5304 of 16 December 2005

² The involvement of EPSO in the selection procedures shall be defined in a Service Level Agreement between EPSO and the ETF

(c). The Selection Assessment Board shall decide to invite for interview the candidates from EPSO's short list who are considered to be the most suitable. Minutes of Selection Assessment Board meetings shall be drawn up setting out the reasons for any decision taken and be part of the final assessment report.

(d) The Selection Assessment Board shall propose a short list of successful candidates to the Director, who decides on a reserve list of successful candidates. This list will be valid up to 12 months from the date of its establishment and its validity may be extended by decision of the Director.

(e) Candidates shall be informed of the outcome of the interview and of whether they have been placed on the reserve list.

2. Selection procedure carried out by the ETF:

(a). The ETF may organise a selection procedure, in which it must apply similar standards to those applied in competitions for officials.

(b) The ETF shall launch the selection procedure by advertising vacancy notices for at least 10 working days and specifying the eligibility and selection criteria concerning general and specific competences, key qualifications required, the possible duration of employment, the function group and grade, and the main steps of the selection procedure.

The vacancy notice shall be published at least in English on the Agency's Internet site, EPSO website, as well as if necessary in the international and/or local and/or specialist press. The channels of Permanent Representations of the Member States to the European Union and representatives of Member States who sit on the Governing Board may also be used.

(c). A Selection Assessment Board as referred to in Article 3 (1) (b) shall evaluate the eligible applications and decide to select those matching best the profile and qualifications required as per vacancy notice. Minutes of Selection Assessment Board meetings shall be drawn up setting out the reasons for any decision taken and be part of the final assessment report.

(d). The Selection Assessment Board shall invite the selected applicants as per point (c) to written tests whose content shall be defined 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 of the position advertised, such as the quality of writing style, presentation etc.

The above-mentioned components of these tests can be combined and tailored according to the profile of the post.

A derogation from the requirement for written tests can be granted for a selection procedure by decision of the Director in exceptional circumstances which need to be duly justified and documented.

In accordance with Article 12 (3) and (4) of the CEOS, EPSO shall, at the request of the ETF, provide assistance to the ETF selection procedure, in particular by providing the written tests and/or defining the content of these tests.

(e) The Selection Assessment Board shall either invite selected candidates for interview, on the basis of the results of the written tests, or interview selected all candidates. The interview may be organised for the same day as the written tests.

(f) The Selection Assessment Board shall propose a short list of successful candidates to the Director who decides on a reserve list of successful candidates. This list will be valid up to 12 months from the date of its establishment and its validity may be extended by decision of the Director.

(g) Candidates shall be informed of the outcome of the written test and the interview and of whether they have been placed on the reserve list.

3. Interagency job market:

By derogation to paragraph (1) and (2), the vacancy notice can be published in the interagency job market within the agency network at a range of grades corresponding to the functions. The post shall be reserved to temporary agents 2a of the same function group whose grade is within this range of grades and who meet the following criteria:

- being employed in a Regulatory Agency applying the Staff Regulations as a temporary agent 2a on long term employment for permanent tasks as defined in Article 2;
- having been selected according to the procedure laid down in Article 3 (1) and (2) or, for staff engaged before the entry into force of this decision, having succeeded in a selection procedure equivalent to that referred to in Article 4.

The ETF shall select candidates by following the same procedure as mentioned in Article 4.

From the closing date of the selection procedure on, if no suitable candidates could be found in the network of Agencies, the vacancy notice may be published externally at the most appropriate level.

ARTICLE 4 - SELECTION PROCEDURE CARRIED OUT BY THE ETF FOR SHORT-TERM EMPLOYMENT TEMPORARY AGENTS 2A.

The selection procedure carried out by the Agency to select temporary agents 2a for short term employment shall be that set out in Article 3 (2), except that the matters referred to in Article 3 (2) (d) may be tested orally, which test may also be incorporated in the interview.

ARTICLE 5 - GRADING

1. Subject to paragraph 2, depending on the function and the level of tasks and within the limits authorised by the establishment plan of the Agency, temporary agents shall be engaged in principle at the following entry grades:

- AST 1 to AST 4 for the function group AST
- AD 5 to AD 8 for the function group AD.

2. By way of derogation from paragraph (1):

a) in order to ensure high-quality recruitment, if justified by an analysis of the labour market conditions in its sector of work and if the post cannot be filled at a lower grade, the ETF may engage temporary agents at grade AD 9, AD 10, AD 11 or, on an exceptional basis, at grade AD 12. Such recruitments shall remain annually within the limits of 20% of AD recruited per year within the Agency for each type of posts, long-term and short-term employment, as defined in the current Staff Policy Plan approved by the Governing Board. This percentage may vary within the limit of an annual average of 20 % calculated over a five years rolling period.

b) Successful candidates selected according to the procedure mentioned in Article 3 (3) shall be recruited at the Function Group and grade held in their previous agency. Article 32 of the Staff Regulations and Commission decision C2004 1313, IA 55-2004 (until the ETF has its own decision) concerning the criteria applicable to classification in grade and step on appointment or engagement, shall apply concerning the classification in step.

3. The minimum number of years of professional experience required after the award of the qualification certifying the completion of the level of studies required as a condition of eligibility for any selection procedure is as follows:

Grade of engagement	Number of years of professional experience
AD 5	0 years
AD 6	3 years
AD 7	6 years
AD 8	9 years
AD 9/10	12 years
AD 11/12	15 years
AST 1	0 years
AST 2	1 years
AST 3	3 years
AST 4	6 years

ARTICLE 6 - DURATION OF CONTRACTS

1. Temporary agents 2a may be engaged under their first contract for a fixed period. The contract may be renewed not more than once for a fixed period. Any further renewal shall be for an indefinite period.

2. Contracts of an indefinite period shall only be awarded to temporary agents on long term employment who have been successful in a selection procedure pursuant to Article 3.

For staff already engaged before the entry into force of this decision, contracts of an indefinite period can be awarded to temporary agents on long term employment who have been successful in an equivalent selection procedure pursuant to Article 4.

3. Contracts for temporary agents 2a on short-term employment as defined in the ETF SPP shall be engaged 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.

ARTICLE 7 - PROBATIONARY PERIOD

Where a member of temporary staff on short-term employment or long-term employment is engaged on a contract of duration of twelve months or more, he/she shall serve a probationary period according to Article 14 (1) of the CEOS. The report of the probationary period shall be made in accordance with the procedure in Article 14 of the CEOS.

ARTICLE 8 - ENTRY INTO FORCE

These rules shall take effect on the day of its adoption.

Date

10 JAN. 2009

Mrs Odile Quintin

(Chair of the Governing Board)

Q

ANNEX V

Director Decision number: ETF/05/DEC/006

Title: ETF equal opportunities policy

Considering that

- 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);
- 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 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;
- the Council Directive (1996) on parental leave;
- The special provisions integrated in the revised EU staff regulations introduced in 2004 with a view to achieve an effective equal opportunity context within EU institutions.
- Communication of 30 October 2003 from the Commission "Equal opportunities for people with disabilities: a European action plan
- The European Parliament request that Agencies adopt and monitor Equal Opportunities policies.
- The ETF Management Team opinion
- The ETF Staff Committee opinion

the ETF Director decides:

- to adopt the attached Policy on equal opportunities
- to make it known to all actual and future ETF staff.
- to ask progresses and difficulties in implementing this policy to be monitored as part of regular ETF activities monitoring and with the help of the Internal Audit Capacity.
- to report on this policy via ETF annual report.

Entering into force date: 21.7.05 To be reviewed 1 year after entry into force

M. Dulean.

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 1st 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 (Artcile 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

Category	ETF - Temporary Agents							
	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 4th Action Programme on Equal Opportunities for women and men at the European Commission (2004-2008)

**REPRESENTATION OF WOMEN IN THE WORKFORCE¹ FOR SELECTED AGENCIES
AS OF 31 DECEMBER 2002 (data generated: 11 June 2003)**

ORDERED BY WOMEN AS PERCENTAGE OF TOTAL PROFESSIONAL WORKFORCE

		Summary: Total Professional Workforce ¹		Detail: % Women	
		% Women	# Women	Management ³	Professionals excluding Management ⁴
1	UNFPA ²	46,5%	79	41,7%	56,4%
2	UNESCO ⁵	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 ⁶	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 ⁷	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%

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

² UNFPA core staff only

³ For agencies in UN common system, management consists of P.5 and above; UNICEF Management also includes representatives at all levels - P.1 to P.4

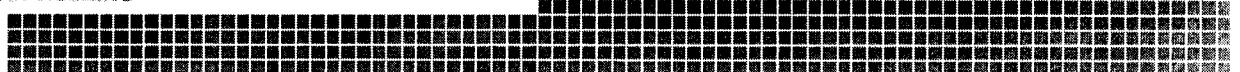
⁴ For agencies in UN common system, consists of staff in P.1 - P.4

⁵ Figures for UNESCO from 1 April 2003

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

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

Annex VI



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 comming 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, 22.3.06
Dr Muriel Dunbar
Director 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 group¹ 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 different² 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 group¹ and similar grade²;
- 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 discrimination, in full compliance with the equal opportunities policy of ETF.

¹ 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.

² 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 VII

director's decision ETF/07/DEC/024

DEPT Directorate

DATE 24/09/07

SUBJECT ETF Human Resources Strategy

THE DIRECTOR,

- HAVING REGARD TO, article 7 of the Council Regulation 1360 of 7th May 1990 establishing the ETF and in particular article 7.1 which defines the responsibility of the Director on all staff matters;
- HAVING REGARD TO, article 2 of the Staff Regulations, which refers to the powers conferred to the Director as Appointing Authority;
- HAVING REGARD TO, consultation and the opinion of the ETF Staff Committee;

HAS DECIDED TO ADOPT the ETF Human Resources Strategy in Annex.

Turin, 28.9.07



Muriel Dunbar
Director

Encl. ETF Human Resources Strategy

ETF HUMAN RESOURCES STRATEGY

1. Introduction

The ETF mission is to help transition and developing countries to harness the potential of their human resources through the reform of education and training systems in the context of the EU's external relations policy. To achieve this, its objectives in the medium term (2007-10) comprise three main pillars of action:

- support to education, training and labour market reform in candidate and potential candidate countries, neighbourhood countries and the republics of Central Asia;
- communication to all stakeholders and the international community about the ETF's activities, products and services;
- strengthening of ETF systems and the collective knowledge and experience of its staff, to support the delivery of Community assistance.

The above actions depend in large part on managing ETF's human resources in a way that makes the most of its unique blend of competences. The HR mission is to attract, deploy, develop and retain the competences needed, through a coherent set of HR guidelines.

2. Background

The ETF is entering a new phase in its evolution. The environment is changing in ways which require a different set of responses from ETF staff and create different sets of expectations between staff and management. As an agency of the European Union, the expectation of the ETF is that it can be innovative and creative, responsive to the needs of its stakeholders, regularly re-profiling itself to meet the changing demands for its services. At the same time, as an agency of the EU, the ETF must comply with a detailed and demanding regulatory framework including financial, staffing and general legal provisions, at the same time as keeping overheads to a minimum.

ETF must function as a meritocracy, being heavily dependent upon its staff for its credibility and reputation with stakeholders and peer organisations. This requires all staff to have a complex combination of core, technical, linguistic and behavioural skills. If credibility and reputation are maintained at a high level through, for example, targeted recruitment and selection practices, optimal participation in staff development opportunities and effective management of staff performance, then staff will make a significant contribution to the long-term viability of ETF.

In this context, staff should be confident that HR practices are fair and transparent and applied in an egalitarian way. These practices should move from an administrative/formal approach to a managerial/effective one, whilst continuing to respect the regulatory framework. It is important to develop an HR Strategy which:-

- will provide the ETF with the human resources which it needs for the medium term;
- is coherent and consistent in its various strands;
- builds trust through adopting a fair process approach.

Taking these considerations into account this paper is based on a number of premises on which the objectives in sections 3a-c build:

Firstly, to achieve our mission as a centre of expertise, the ETF will set its staff high challenges and provide them with high levels of support to meet these challenges.

Secondly, ETF will set staff clear work objectives and associated target competences, in the expectation that staff accept their responsibility for meeting their individual objectives and are accountable.

Thirdly, that no person can achieve their targets in isolation from colleagues and that ETF's work is therefore structured around teams and the expectation that staff will both contribute to and benefit from team activity.

Finally, that as an agency of the EU which needs to be responsive to its environment and to today's labour market conditions, the ETF cannot guarantee long-term job security, but will provide staff with opportunities for skills and expertise development to enable them to progress in their working lives and to support their long term employment potential.

The optimisation of the ETF's human resources requires three sets of players, each of whom makes an important contribution:

- **The HR Unit** which develops, supports and supervises the implementation of the ETF's strategy and related guidelines. It manages ETF staff contracts and related rights and obligations in line with the regulatory environment. However, the implementation of the strategy rests with the other two players.
- **People managers**, who are line managers or team leaders, set business and developmental objectives at individual level; organise the allocation of work; assess performance throughout the year; identify and initiate corrective actions for inappropriate behaviour and performance; provide regular guidance, feedback and direction; and monitor respect of ETF policies by staff.
- **Staff members**, each of whom is expected to play an active role, individually and in teams, in their own (and that of colleagues) professional development and evolution within the ETF and beyond, giving and receiving constructively critical comment.

Having the overview of these three contributions is the Director who is responsible for all staff matters (Article 7, Council Regulation 1360 of 7th May 1990 establishing the ETF) and, as such, is the appointing authority referred to in the Staff Regulations (Article 2). In carrying out that role, the Director consults with the Management Team and with staff, both directly and through the Staff Committee, to inform decisions. The Director must fulfil her obligations related to the Internal Control Standards, the Data Protection Regulations, the Financial Regulations, the Staff Regulations and their associated Implementing Rules. These include providing support services for staff such as health and safety, confidential counselling, mediation and social dialogue with the Staff Committee.

3. Guiding principles

Taking into account the aims and the mission of ETF and its commitment to a culture of non-discrimination and equal opportunity, the following three objectives have been identified:

a) Putting the right people in the right places

The right people are those who bring the ETF the competences it requires, who are committed to the ETF's mission, who enjoy their work and are willing to develop themselves and to help colleagues to develop. The ETF aims to ensure that committed people with the appropriate competences are engaged in high value-added activities which need and use these competences to provide services to ETF stakeholders as these are defined in the current work programme. As is clear from the staff survey 2007 fit with the job is one of the strongest determinants of job satisfaction in ETF. In order to ensure that the right people are in the right places or posts in ETF with a contract of appropriate duration, a number of systems are already in place or are being developed, including: up-dated job descriptions; competence framework; performance appraisal system; recruitment process; Contract Agent recruitment; Temporary Agent recruitment; internal mobility; Staff Policy Plan etc. Separately and together these various systems aim to:

- assess the current workforce by comparing the competences needed by the ETF with the expertise and experience of existing staff;
- analyse and predict future needs which can be expressed through job categories and job descriptions;
- identify or predict additional or declining current and future skill needs;
- recruit new staff and train existing staff.

As the process becomes increasingly refined these systems will be updated and improved; in particular those related to the training of members of recruitment panels and people managers, coaching and mentoring of colleagues by colleagues, sharing knowledge and the induction of new members of staff.

In addition to regular contracts, the ETF will continue to acquire supplementary expertise through National Detached Experts from member states and partner countries and international organisations such as the World Bank. Overall the ETF must remain competitive in the labour market through sufficiently attractive contracts to attract high calibre potential applicants.

b) Maximising people's potential

Within the resources available to it, ETF will continue to offer to all colleagues both formal and informal learning and development opportunities such as off-the-job training courses, on-the-job training with coaching, experiential learning activities, participation in communities of practice, time and financial support for formal study, review missions, study visits, internal temporary attachments and long-term missions to external organisations. Learning opportunities will focus in particular on development of competences which have been identified as being core to ETF's work and complementary to the implementation of the Work Programme and the Mid-Term Perspective. Where possible this will include supporting staff in coping with organisational change.

Learning and development is a joint responsibility of the ETF and the individual member of staff (within a team environment). The ETF contributes to making learning happen by striving to create an organisational culture which values learning and provides resources and an environment conducive to learning. The individual takes responsibility for making use of this culture to develop the competences required for his/her current post (and any future posts to which s/he may aspire) as identified in the job descriptions. As a part of the annual performance review staff will develop individual personal development plans. These will be complemented by assessments from line managers, peers, coaches and teams, of both individual and team learning needs, carried out in a positive, development-orientated spirit.

As a means of combining learning with improved performance, it is planned to increase the use of peer-reviewing. This will have a dual objective: colleagues will provide feedback on each others' work; and will themselves practice their analytical skills and gain technical knowledge in the process. It will contribute to on-going efforts in the field of knowledge management as a means of innovating new ideas and solutions and enhancing job motivation.

Levels of satisfaction with learning and development opportunities will continue to be measured both at the conclusion of specific events and through the annual staff survey, with staff encouraged to provide constructive feedback to inform future staff development plans.

c) Ensuring Effective Management of Performance

It is important for the development of any organisation that performance is effectively managed. This means that managers regularly evaluate staff performance and provide guidance and feedback to individual staff and teams including recognising and acknowledging good performance and dealing with under-performance in an honest and timely way.

Effectively managing the performance of staff has a number of aims:

- firstly, to ensure optimal return to ETF from the investment which has been made in each individual in time and money spent on recruitment, development and salaries;
- to ensure that each member of staff is fulfilling their part of the employment contract in providing the best possible service to internal and external customers in compliance with the current work programme and individual objectives;
- to ensure optimal job satisfaction for the member of staff who is making an investment in time and opportunity by working at ETF.

Formal management of performance is carried out through the Performance Appraisal System which, for staff whose contribution exceeds expectations, may result in a re-grading if the qualitative demands of the work which they are carrying out merit reward at a higher grade. However, not all noteworthy achievements are on a scale which merits promotion and the ETF will strive to give recognition to those by other means, such as highlighting them in the staff newsletter; allowing the individual staff development opportunities to take their achievement further; recognising collective team performance etc. Appraisal meetings will also be used to

identify new opportunities for staff development and staff may be encouraged to apply their competences to new fields of work or within a different context (e.g. through internal mobility or internal temporary attachments). In a context in which there will be an emphasis on teamwork, it is also appropriate to continue with the introduction of assessment of the entire team's and the individual team members' contributions to the overall process and results, thereby reducing the traditional emphasis on vertical assessment of competence and performance and increasing the element of horizontal, i.e. team-based assessment.

As in every organisation, the ETF must anticipate that there will be people who perform at a level below that which is required to do a job successfully. The ETF should be an organisation which deals with under-performance both through PAS reviews but also through regular progress-checking. Support and mentoring will be provided by line managers and clear goals for improvement will be given within an appropriate timescale. Where insufficient improvement is made within the agreed timescale, the employment contract may cease in full compliance with the applicable regulatory framework.

4. Conclusion

This strategy draws together the various components of the ETF's HR development since an interim strategy was drawn up 18 months previously, as well as indicating areas where further development will be continued or initiated. This strategy will be used to underpin the Mid-Term Perspective (MTP) and will be reviewed at the time of the renewal of the MTP, as will the associated HR Action Plan. Meanwhile, some of the documents to which this strategy is linked may be updated or changed, but the four premises on which the strategy is based and the three objectives which are defined within it remain until at least 2010 unless the regulatory environment requires adaptations.

Having the right people in the right places ensures that the ETF can deploy staff who have the right competences to get a job done well. Maximising their potential ensures that staff continue to develop and increasingly contribute to making the ETF an internationally-renowned centre of expertise. Ensuring effective management of performance means that all staff receive honest feedback on their performance, know where opportunities for improvement lie and how to exploit them. This can be achieved within a constructive and facilitative environment in which managers both challenge and support colleagues in the achievement of agreed corporate goals and individual objectives.

see also: *ETF Mid-Term Perspectives*
ETF Staff Committee Regulations
Performance Appraisal and Objective Setting Guidelines
ETF 2007 Staff Survey
Staff Development Plan
Staff Development Policy
ETF Process Mapping Project 2007
Staff Regulations
Local Agent Regulations
Job Descriptions Framework
Competence Mapping Policy
Recruitment Policy
EC Data Protection Regulation
Staff Policy Plan