



Council of the European Union
General Secretariat
Directorate-General Administration
The Director-General

STAFF NOTE
CP 46/17
Brussels, 13 July 2017

Subject: A new GSC Mobility Policy

This Staff Note repeals and replaces Staff Notes 58/11, 73/11, 23/13, 12/15 and 21/15.

As part of the ongoing efforts to make the GSC a more dynamic, flexible and collaborative organisation, the GSC's mobility rules have been reviewed and the Secretary-General has adopted a new Decision on mobility (Decision 36/2017).

The text of the new Decision can be found here:

[\(EN version\)](#)

[\(FR version\)](#)

The new Decision has been subject to a thorough consultation process in which feedback gathered from both managers and staff helped to shape the new policy. Following the formal consultations, an agreement was reached between the Secretary-General and the trade unions. The compromises agreed are reflected in the Decision and its accompanying Record of Agreement, to which one of the trade unions has added a statement (see Annex I).

Why the new mobility policy?

There is a need for more mobility within the GSC to ensure that the organisation becomes more resilient and better prepared to adapt to change. More mobility not only leads to a stronger organisation, but also brings a lot of benefits for services and for staff. Services gain fresh perspectives and know-how from staff who are able to grow in different roles, using their experiences and skills throughout the organisation. Therefore, the general principle is that all GSC officials are encouraged to undertake mobility throughout their careers, preferably between the fifth and seventh year in a post. While staff mobility has overwhelmingly positive effects, it can present some risks, mostly related to business continuity and retention of knowledge. This is why there are several elements in the new policy and the way ahead for its implementation to mitigate such risks, and succession planning should improve as mobility becomes more predictable.

The intention is to use common sense in implementing this new mobility policy so as to ensure that the quality of expertise provided to delegations, one of the Secretariat's unique selling points, is not put at risk.

Key points of the new Decision:

- The existing **mobility procedures concerning applications for vacant posts (under Art 29 of the Staff Regulations)** will remain without major modifications. Selections will continue to be conducted by the recruiting department and an HR representative, with a representative of the Staff Committee taking part in preparation, pre-selection and interviews. Changes to the procedure foresee that:
 - at least the three best suited internal candidates shall be interviewed for vacant posts that have been published externally;
 - both women and men shall be represented on all selection committees;
 - there shall be a maximum of two representatives of the recruiting department on any selection committee.

- To increase mobility opportunities, an additional tool for mobility is introduced – **managed mobility for AD generalists** who have been in their posts for at least 6 years. New AD generalists will participate in a rotation after 4 years in their first post. This new managed mobility scheme will be introduced gradually and sensibly, and thresholds for participation in the first rotation exercise will be 10 and 5 years respectively. The Decision establishes that:
 - AD generalists with two or more years in their post may request to be included in the rotation exercise ("opt-in");
 - The Human Resources department will draw up a list of participants which, taking account of possible opt-ins and derogations in duly justified cases, will be published in a Staff Note;
 - Participants shall express their preferences for posts;
 - There shall be interviews between managers and participants without the presence of an HR or a Staff Committee representative;
 - Managers shall then express their preferences for participants;
 - Participants' preferences will be compared with managers' preferences and, based on pre-defined rules, participants will be matched to posts in the first round of matching;
 - In cases where a match was not possible in the first round, the Human Resources department will make a reasoned proposal to the SG for reassignments after consulting the staff and managers of the receiving departments with unfilled posts. The aim is to find a satisfactory solution for all involved, with all participants being reassigned;
 - The results of the rotation exercise will be published in a Staff Note, and there will be a hand-over period before the actual transfer takes place.

- The **first rotation exercise will be launched in September 2017** with the publication of a Staff Note containing all the necessary information. The moves of staff concerned would take place on 1 July 2018.
- Following the conclusion of the first rotation of AD generalists, **a comprehensive review** of both the rotation exercise itself and the results thereof will be conducted.
- In time and following the review of the rotation for AD generalists, the Administration intends to introduce **a rotation scheme for ASTs** to provide additional mobility opportunities. The participation in the AST rotation scheme will initially be voluntary.
- The **role of the Mobility Committee** is to oversee that all mobility procedures covered by the Decision, including managed mobility for AD generalists, are carried out correctly and in the interest of the service, respecting the principles of good administration and of equal opportunities and non-discrimination.
- **Mobility of managers** will continue to be organised in line with the existing principles, which are attached to this Staff Note (see Annex II).

The new Decision shall enter into force on the date it is signed and it shall apply to mobility procedures launched as of that date.

William SHAPCOTT

ANNEX I: Record of agreement of 26 June 2017 between the Secretary-General of the Council and the OSPs concerning a comprehensive mobility policy in the GSC

ANNEX II: Principles for managers' mobility at the GSC

RECORD OF AGREEMENT

concluded between

the Secretary-General of the Council

**and the trade unions or professional organisations representing the staff of the
General Secretariat of the Council (OSP)**

**concerning a comprehensive mobility policy in the General Secretariat of the
Council**

The Secretary-General and the representative OSPs at the General Secretariat of the Council (Union Syndicale, European Civil Service Federation and R & D Council), represented by their Presidents,

Having regard to the Staff Regulations of officials of the European Union laid down in Council Regulation (EEC, Euratom, ECSC) No 259/68 and in particular Article 45 thereof,

Having regard to the Framework Agreement of 28 March 2006 (Staff Note No 53/06),

Having regard to Council Decision (EU) 2017/262 of 6 February 2017 determining, for the General Secretariat of the Council the Appointing Authority and the authority empowered to conclude contracts of employment,

WHEREAS:

- 1) In the framework of the *Action Plan for a more dynamic, flexible and collaborative GSC*, the Secretary-General, acting in his capacity as Appointing Authority (AA), has developed a comprehensive mobility policy which following consultations with OSPs is reflected in Decision No 36/2017 ("the Decision"),
- 2) The parties have agreed on certain issues which are not directly reflected in the Decision itself,
- 3) Appropriate supporting measures, such as training and job shadowing, are essential to ensure effective mobility within the GSC,
- 4) A gradual implementation of the general rotation exercise for AD generalists and a review of the first rotation exercise will ensure a smooth transition and business continuity,

HAVE AGREED AS FOLLOWS:

Article 1

General rotation exercise for ASTs

1. In application of Art. 2(2) of the Decision the AA commits to introduce a general rotation exercise for officials in function group AST by 2019 at the latest, following a review of the general rotation exercise for AD generalists.

2. The scope of the general rotation exercise for ASTs shall initially be those officials that have opted-in. Once an official has opted-in and is confirmed as participant, the official cannot opt-out and will at the end of the exercise be reassigned to another post. Evolution of the scope of the general rotation exercise for ASTs shall be subject to prior consultation with the trade unions.

Article 2

Transitional provisions for the general rotation of AD generalists

In application of Article 17 of the Decision, the AA commits to extend the lengths of service after which it is compulsory to exercise mobility to 10 or more years for AD generalists and 5 or more years for AD generalist newcomers in the first rotation exercise for AD generalists, to be launched in 2017. In the second rotation exercise, the AA commits to extend the lengths of service after which it is compulsory to exercise mobility to a minimum of 8 or more years for AD generalists and 4 or more years for AD generalist newcomers. As of the third rotation exercise at the earliest, the required lengths of service for compulsory mobility will be those foreseen in Article 2(4) and 2(5) of the Decision.

Article 3

Review of the first general rotation of AD generalists

Following the conclusion of the first general rotation of AD generalists, the Human Resources Department will conduct a comprehensive review of both the rotation exercise itself and the results thereof. All aspects of the rotation exercise will be assessed in an open and inclusive manner. The findings, including recommendations for improvements, will be shared with the Mobility Committee and the OSPs. The OSPs will be requested to provide their feedback and they will be invited to a meeting with the AA to discuss the review prior to the launch of the second general rotation of AD generalists.

Article 4

Mobility and evaluation / promotion

The AA will strive, in the framework of the ongoing review of the evaluation and promotion system at the GSC and in its guidance to reporting officers and promotion boards, to ensure that mobility pursued in line with the Decision should, among other factors, be seen positively in the evaluation and promotion of staff.

Article 5

Training and other measures to support mobility

1. The AA will ensure that the annual GSC training plans allow for sufficient training support for staff preparing for mobility. In particular this includes dedicated training on preparing applications and job interviews, as well as training and awareness raising to allow staff to gain an understanding of the core business of the GSC, an understanding of the role of the different GSC departments and a global political understanding of the issues under discussion by the Council and the European Council.

2. The AA will instruct managers that access to training courses, which are designed to build knowledge and skills necessary for staff to develop their careers and to perform also in their next post, should be ensured. At the same time, managers have an obligation to ensure that staff development and support for staff is adequate and relevant and in line with the interest of the service. To this end, managers will be encouraged to identify staff mid-term career interests and to provide support and advice in preparing officials for mobility.

3. Staff participating in rotation will be offered specific support from DGA1 in the form of at least an information session and access to a dedicated helpline.

Article 6

Final provisions

1. In accordance with Article 10 of the Framework Agreement of 28 March 2006 (Staff Note No 53/06), the Secretary-General shall take the necessary measures to implement this Agreement and to inform the staff.

2. This Agreement shall enter into force on the day of its publication.

3. It may be revised at either party's request.

Done at Brussels, 26 June 2017

For the Secretary-General

[Signed]

M. William SHAPCOTT

For the US

[Signed]

B. LOESCHER

For the FFPE

[Signed]

S. COATES

For the R&D

[Signed]

B. POSTIGLIONE

Déclaration de la FFPE	FFPE statement
<p>La FFPE maintient ses réserves sur la nouvelle politique de mobilité. Au lieu de corriger les défauts intrinsèques et les modalités de mise en œuvre de la procédure de mobilité existante, la nouvelle politique introduit une procédure de rotation obligatoire qui pourrait avoir des effets très négatifs tant sur la carrière des agents concernés que sur la continuité du service fourni par le Conseil.</p> <p>Cependant, la FFPE prend acte du fait que le Secrétaire général, dans sa capacité d'AIPN, a décidé de mettre en œuvre la nouvelle politique malgré nos réserves.</p> <p>Les mesures d'accompagnement proposées par le Secrétaire général dans le cadre de la seconde phase de concertation, à savoir les dispositions transitoires pour la rotation des AD généralistes, l'assurance que la mobilité sera considérée positivement dans le cadre de la notation et la promotion, les mesures de soutien et de formation et, surtout, l'évaluation globale prévue après le premier exercice de rotation, constituent des garanties supplémentaires qui permettent à la FFPE de signer, sous toute réserve, le constat d'accord de la seconde phase.</p> <p>La FFPE estime enfin qu'une évaluation indépendante de la mise en œuvre de la politique est indispensable pour lever les réserves et assurer la crédibilité et l'efficacité ultérieure de la politique.</p>	<p>The FFPE still has reservations about the new mobility policy. Instead of correcting the intrinsic and implementation defects of the existing mobility procedure, the new policy introduces a compulsory rotation procedure which might have very negative effects both on the career of those concerned and on the continuity of service provided by the Council.</p> <p>However, the FFPE takes note of the fact that the Secretary-General, in his capacity as Appointing Authority, has decided to implement the new policy despite those reservations.</p> <p>In addition, the accompanying measures proposed by the Secretary-General within the framework of the second phase of the negotiations - viz. transitional arrangements for the rotation of generalist ADs, reassurance that mobility will be considered positively in the context of staff appraisal and promotion, support and training measures and, above all, the comprehensive review that will take place after the first rotation exercise - constitute additional guarantees which enable the FFPE to sign the record of agreement at the end of the second phase despite our reservations.</p> <p>Finally, the FFPE considers that an independent review of the policy's implementation is essential to address the reservations and to ensure the policy's credibility and effectiveness.</p>

Principles of the GSC managers' mobility

1. The GSC encourages the mobility of its managers in order to broaden their skills and their potential to contribute further to the GSC. The mobility of managers across DGs is considered overall as positive, in particular between Administration, Translation and political DGs.
2. All management posts are part of the management mobility scheme¹.
3. As a general rule, managers should serve at least 2 years in their posts before undertaking mobility. The average duration of an assignment in a management post should be around 5 years. For officials of 62 years or more, mobility should normally only apply at his/her request. Under specific circumstances, exceptional policy or workload constraints calling for a postponement of the transfer of an official due for mobility could be taken into consideration.
4. Managers are encouraged to take a pro-active approach and apply for vacant posts which will continue to be regularly published. The Appointing Authority will also regularly carry out a centrally managed mobility exercise for managers in the interest of the service and on the basis of Art. 7 of the Staff Regulations.
5. Due attention will be paid to:
 - mobility from and to specialised posts;
 - work-life balance considerations;
 - the gender balance in management posts across the DG.
6. Within the framework of centrally managed mobility, the Appointing Authority or its representatives will hold regular interviews with managers on their professional development, career interests and preference for future mobility.
7. On the basis of the criteria defined under point 3 and in the interest of the service, the Appointing Authority will regularly present a list of officials with newly assigned posts.
8. Managers who have not been mobile in their career can request training and support from the Staff Development Unit to help them prepare for mobility.

¹ Heads of unit, directors, directors general