



MULTI-ANNUAL STAFF POLICY PLAN 2016-2018

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1. The agency's activities

No significant modifications in 2014/2015. Please see a comprehensive description in the annex.

2. Staff population and its evolution

2.1. Overview of all categories of staff

Staff population		Staff population actually filled in 31.12.2013	Staff population in EU Budget 2014 ¹	Staff population actually filled at 31.12.2014	Staff population in voted EU Budget 2015 ²	Staff population in Draft EU Budget 2016	Staff population envisaged in 2017 ³	Staff population envisaged in 2018 ⁴
Officials	AD	-	-	-	-	-	-	-
	AST	-	-	-	-	-	-	-
	AST/SC	-	-	-	-	-	-	-
TA	AD	47	47	46	46	46	45	45
	AST	28	28	28	27	27**	27	27
	AST/SC	-	-	-	-	-	-	-
Total ⁵		75	75	74	73	73	72	72
CA GFIV		7	18	8	18	22	22	22
CA GF III		14	9	15*	9	9	9	9
CA GF II		5	2	5	2	2	2	2
CA GFI		-	-	-	-	-	-	-
Total CA ⁶		26	29	28	29	33	33	33
SNE ⁷		6	9	8	9	9	9	9
Structural service providers ⁸		-	-	-	-	-	-	-
TOTAL		107	113	110	111	115	114	114

¹ As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE). This is the **amending budget Nr 1**. Please note that the establishment plan published on 17/12/2014 in the OJ did not take into consideration the amending budget Nr. 1.

² As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

³ Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013-2017 (i.e. reduction by one AD post).

⁴ *Ibid.*

⁵ Headcounts

⁶ Headcounts

⁷ Headcounts

⁸ Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE



<i>External staff⁹ for occasional replacement¹⁰</i>	-	-	-	-	-	-	-
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* 6 FG IV positions were downgraded to FG III and 3 downgraded to FG II.

** As mentioned under point 6 of the 'Position paper of the EU Agencies Network', the agencies do not agree with the EC proposal on the additional staff cuts for the “redeployment pool”. Therefore, and in order to avoid reducing its efficiency, FRA proposes to maintain the same number of posts for 2016 as in 2015. However, in case the budget authority decides to reduce the posts, FRA could consider releasing one AST 7 position.

⁹ FTE

¹⁰ For instance replacement due to maternity leave or long sick leave.

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2.2. Establishment plan evolution 2014-2018

Category and grade	Establishment plan in EU Budget 2014		Modifications in 2014 in application of flexibility rule ¹¹		Establishment plan in voted EU Budget 2015 ¹²		Modifications envisaged in establishment plan 2015 in application of flexibility rule ¹³		Establishment plan in Draft EU Budget 2016 ¹⁴		Establishment plan 2017 ¹⁵		Establishment plan 2018	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AD 15	-	1	-	-	-	1	-	-	-	1	-	1	-	1
AD 14	-	-	-	-	-	1	-	-	-	1	-	1	-	1
AD 13	-	3	-	-	-	2	-	-	-	2	-	2	-	2
AD 12	-	9	-	-	-	10	-	-	-	10	-	10	-	10
AD 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AD 10	-	15	-	-	-	14	-	-	-	14	-	14	-	14
AD 9	-	11	-	-	-	11	-	-	-	11	-	10	-	10
AD 8	-	1	-	-	-	1	-	-	-	1	-	1	-	1
AD 7	-	5	-	-	-	4	-	-	-	4	-	4	-	4
AD 6	-	3	-	-1	-	2	-	-	-	2	-	2	-	2
AD 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total AD	-	48	-	47	-	46	-	-	-	46	-	45	-	45
AST 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST 10	-	1	-	-	-	1	-	-	-	1	-	1	-	1
AST 9	-	-	-	-	-	3	-	-	-	3	-	3	-	3
AST 8	-	3	-	-	-	3	-	-	-	3	-	3	-	3

¹¹ In line with Article 32 (1) of the framework Financial Regulation, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% of posts authorised, unless the financial rules of the body concerned allows for a different % rate.

¹² Upgrade of certain posts in 2015 in order to ensure equal opportunities for career progression. Reduction of 1 AD9 and 1 AST6 post in the context of the additional 5% staff cuts as per the decision of the budgetary authorities in December 2014.

¹³ *Ibid.*

¹⁴ As mentioned under point 6 of the 'Position paper of the EU Agencies Network', the agencies do not agree with the EC proposal on the additional staff cuts for the "redeployment pool". Therefore, and in order to avoid reducing its efficiency, FRA proposes to maintain the same number of posts for 2016 as in 2015. However, in case the budget authority decides to reduce the posts, FRA could consider releasing one AST 7 position.

¹⁵ Reduction by 1 AD9 post in the context of 5% staff cuts as adopted in the MSPP 2015-2017.

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AST 7	-	8	-	-	-	7	-	-	-	7 (6)	-	7 (6)	-	7 (6)
AST 6	-	4	-	2	-	12	-	-	-	12	-	12	-	12
AST 5	-	1	-	-	-	-	-	-	-	-	-	-	-	-
AST 4	-	9	-	-	-	1	-	-	-	1	-	1	-	1
AST 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST 2	-	1	-	-1	-	-	-	-	-	-	-	-	-	-
AST 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total AST	-	27	-	28	-	27	-	-	-	27	-	27	-	27
AST/SC 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC5	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC4	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total AST/SC	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	75	-	75	-	73	-	-	-	73	-	72	-	72

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3. Annual staff-related expenditure in 2014, in absolute terms and as a percentage of the overall administrative expenditure

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	Executed budget 2014 ¹⁶ per source of revenue			Executed budget 2014 ¹⁷ broken down by titles			
	EU Budget (1)	Other sources ¹⁸ (2)	Total (3=1+2)	Title 1 ¹⁹ (4)	Title 2 (5)	Title 3 (6)	Total (7=4+5+6) (7=3)
Salaries & allowances (1)	10,103,031.60	0.00	10,103,031.60	10,103,031.60	0.00	0.00	10,103,031.60
of which establishment plan posts (officials, TA)	8,323,761.60	0.00	8,323,761.60	8,323,761.60	0.00	0.00	8,323,761.60
of which external personnel (CA, SNE and External staff for occasional replacement)	1,779,270.00	0.00	1,779,270.00	1,779,270.00	0.00	0.00	1,779,270.00
of which structural service providers	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other support/administrative expenditure (2)	5,984,405.00	244,000.00	6,228,405.00	1,132,850.40	2,472,866	2,622,688.60	6,228,405.00
Expenditure related to staff recruitment	24,722.00	0.00	24,722.00	24,722.00	0.00	0.00	24,722.00
Socio-medical infrastructure	656,085.00	0.00	656,085.00	656,085.00	0.00	0.00	656,085.00
Training costs	175,000.00	0.00	175,000.00	175,000.00	0.00	0.00	175,000.00
Mission costs	523,463.83	0.00	523,463.83	197,000.00	0.00	326,463.83	523,463.83
Information and publishing	341,386.88	0.00	341,386.88	0.00	2,608.00	338,778.88	341,386.88
Studies / Surveys / Consultations	10,250.00	0.00	10,250.00	0.00	10,250.00	0.00	10,250.00
IT costs	842,202.00	0.00	842,202.00	0.00	842,202.00	0.00	842,202.00
Experts costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Postage / telecommunications	120,296.00	0.00	120,296.00	0.00	120,296.00	0.00	120,296.00
Translation and interpretation costs	1,127,870.01	0.00	1,127,870.01	15,984.00	1,394.00	1,110,492.01	1,127,870.01
Meetings / Conferences / Receptions / Events	626,748.88	0.00	620,632.88	0.00	6,116.00	620,632.88	626,748.88
Auditing and evaluation	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Running costs	492,588.00	0.00	492,588.00	0.00	492,588.00	0.00	492,588.00
Rental of buildings and associated costs	560,246.00	244,000.00	804,246.00	0.00	804,246.00	0.00	804,246.00
Research and Development / Innovation	226,321.00	0.00	226,321.00	0.00	0.00	226,321.00	226,321.00
Movable property and associated costs	150,933.00	0.00	150,933.00	0.00	150,933.00	0.00	150,933.00
Other (remaining items not included above)	106,292.40	0.00	106,292.40	64,059.40	42,233.00	0.00	106,292.40
% share of salaries, allowances expenditure (1)/(2)			1.62				1.62
Other operational costs (3)	5,151,646.40	35,000.00	151,646.40	0.00	0.00	5,151	5,186,646.40

¹⁶ Final executed budget (in commitment appropriations) including carry-overs to 2015, EFTA and third and candidate countries contributions

¹⁷ *Ibid.*

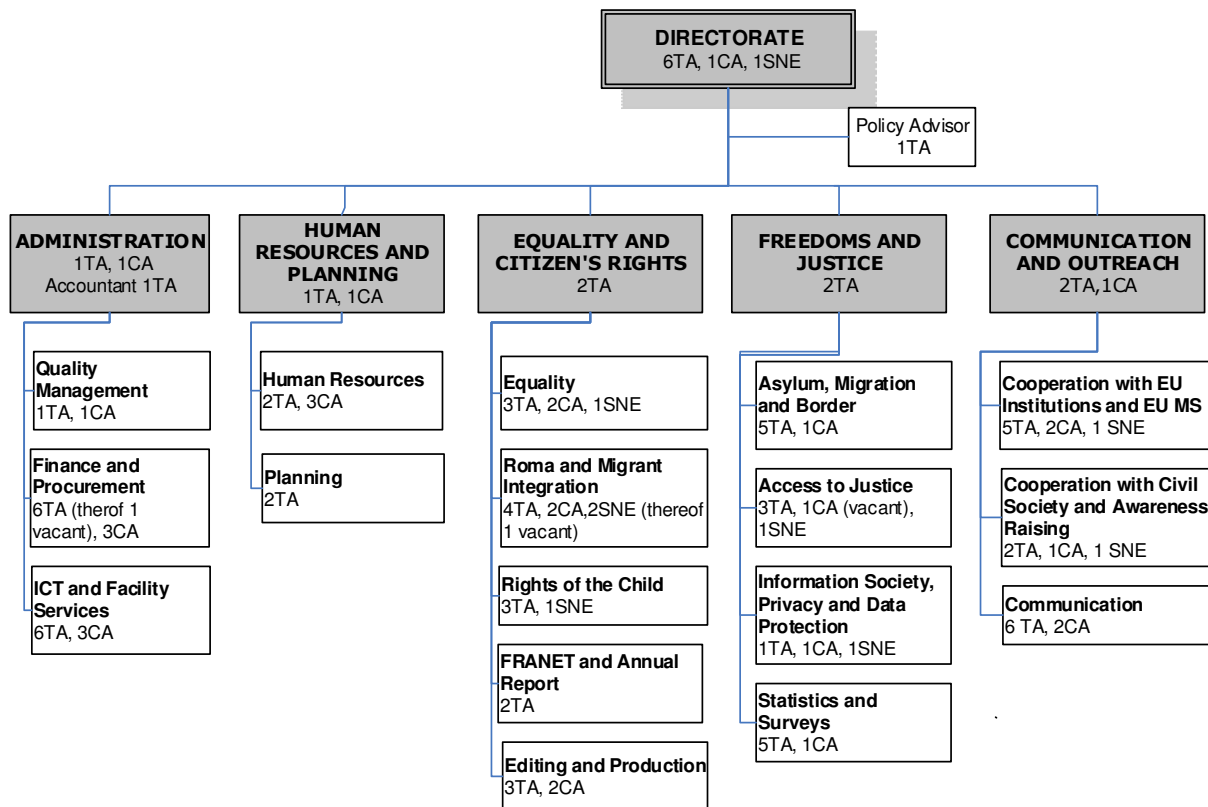
¹⁸ Including i.e. fees, charges, industry associations and Member State contributions; if applicable please also specify below the table the sources of contribution

¹⁹ The total of figures presented under columns "Title 1", "Title 2" and "Title 3" should add up and equal the execution on each title of the budget

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4. Organisation and organizational chart at 31.12.2014

The structure of the Agency at 31.12.2014 is composed of the Directorate and five departments as shown below:



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5. Overview of the situation over the years 2016-2018

The future activities of the FRA derive from its Multiannual Framework Programme (MAF) which was adopted by the Council on 11 March 2013 and covers a period of five years, 2013-2017, and is described in its Annual Work Programmes (AWP) as of 2015. The Council decision determines the nine themes on which the agency will work over the next five years. While some themes remain, others have been expanded, merged or are totally new. The themes are:

- access to justice;
- EXPANDED: victims of crime, including compensation to victims;
- information society and, in particular, respect for private life and protection of personal data;
- NEW: Roma integration;
- NEW: judicial cooperation, except in criminal matters;
- rights of the child;
- EXPANDED: discrimination based on sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation;
- MERGED: immigration and integration of migrants, visa and border control and asylum;
- racism, xenophobia and related intolerance.

The thematic areas of the Multi-annual Framework are at the same time of a cross-cutting nature, as they have implications on fundamental rights in different chapters of the Charter.

5.1. New tasks

For the overall 2016-2018 period, FRA does not envisage any new tasks.

5.2. Growth of existing tasks

The FRA will implement its activities as stated in its Annual Work Programme 2016. Currently, the Agency envisages the following growth of existing tasks:

Immigration and integration of migrants, visa and border control and asylum

In 2016 the first results of the research into the fundamental rights implications of large IT databases established or planned at EU level will become available. In addition to the above, the Agency's survey on selected ethnic minority and immigrant groups in the EU (EU-MIDIS II) will include data collection related to the field of integration – which will be at the stage of analysis and possible publication in 2016. The results of this work will provide valuable evidence on the situation on the ground concerning integration and will populate the relevant indicators that will be further elaborated and refined during 2016.

In addition, the Agency has started developing work in cooperation with the Commission services on migrant integration. A relevant large scale project was added to the Annual Work Programme of 2015 and also 2016. The project, which is expected to continue in later year will collect and analyse data and information

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from all EU Member States on migrant integration and develop relevant rights-based indicators drawing data from FRA's EU-MIDIS II survey and Eurostat.

Information society, respect for private life and protection of personal data

In 2016, the Agency will assess further – building on previous analysis undertaken in 2015 – how data protection awareness and the behaviour of internet users could be included in the scope of the Agency's Fundamental Rights survey – a new EU-wide survey on the situation of fundamental rights in the EU. More specifically, questions on this theme could potentially explore how members of the public use information technology with respect to the frequency and type of personal information they divulge, their knowledge in consideration of data protection and privacy concerns, and whether they are aware of and have used data redress mechanisms. This project builds on the Agency's previous work, such as the 2010 report on the role of national data protection authorities in the context of the EU's broader fundamental rights architecture, and the results from the project on redress mechanisms in the field of data protection (published in 2014). In addition, following a request by the European Parliament in 2014, the FRA will publish the initial findings of a project on national intelligence authorities and surveillance in the EU: Fundamental rights safeguards and remedies. In the course of 2014 and 2015, the Agency has increasingly been asked by EU institutions to engage in new areas of work related to developments at the EU-level in relation to internal security; for example, PNR and data retention. It is envisaged that these requests will continue and increase in the course of 2016.

Racism, discrimination on all grounds and Roma Integration

In 2016, FRA will continue to collect secondary data on racism, xenophobia and related intolerances, including hate crime and extremism. Primary data were collected through the second wave of EU-MIDIS and will be analysed in 2016. The Agency will update relevant sections of its annual report and update its annual overview report on anti-semitism in the EU. FRA will continue to communicate the results of its relevant work and reinforce cooperation between Member States in improving the recording and reporting of hate crime through the activities of FRA's Working Party on hate crime, established in 2014. FRA will carry out background research to contextualise the findings of EU-MIDIS II relevant to the thematic area of racism, xenophobia and related intolerances, including hate crime and extremism.

FRA will carry out background research to contextualise the findings of EU-MIDIS II, with a number of deliverables foreseen in 2016 and 2017 related to discrimination on grounds of racial or ethnic origin and religion or belief. FRA will also carry out background research to support the development of the Fundamental Rights Survey, which will be rolled out in 2017. In 2016 FRA will undertake fieldwork research in selected municipalities to identify drivers and barriers to deinstitutionalisation processes affecting persons with disabilities, also taking into account the situation of older people. Following the EU Monitoring Framework on the UN Convention of persons with Disabilities and the increased demand from its stakeholders, the Agency has expanded its data collection activities, including legal analysis, in regard to the rights of persons with disabilities, as reflected in the 2016 Annual Work Programme.

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Dissemination and stakeholder engagement will continue with regard to the Agency's work on LGBT persons. FRA will also continue work for the project identifying barriers to EU citizens and family members of third country national from enjoying free movement across the European Union. The Agency will also update its handbook on anti-discrimination law.

Furthermore, FRA will analyse the findings of the EU-MIDIS II survey, which has a dedicated component targeting Roma in selected EU Member States. The survey will generate data for populating the fundamental rights-based indicators assessing progress in implementing National Roma Integration Strategies. In addition, FRA will provide analysis and data from its qualitative action research and engagement project on local Roma integration (LERI), which continues its main phase in 2016, and will test the feasibility of local monitoring system for tracking progress at community level. Throughout 2016, FRA will also continue and expand its work together with Commission services (DG JUST, DG EMPL and DG REGIO) and 17 Member States developing Roma integration indicators and collecting relevant data in cooperation with national statistical offices. The work feeds into the Commission's assessment of Roma integration in reference to Council Recommendation on effective Roma integration measures in the member states (EPSCO Council meeting, 9 and 10 December 2013) for informing Country Specific Recommendations in the context of the European Semester.

Rights of the Child

In 2016, based on preparatory work carried out in 2015 FRA will collect and analyse relevant existing data based on fundamental rights-based indicators that build on the Commission's indicator based monitoring framework on child poverty and well-being annexed in Commission Recommendation of 20.2.2013 'Investing in children: breaking the cycle of disadvantage', which calls for strengthening evidence-based policy development. The work will place emphasis on children who are at risk of multiple disadvantages, such as migrant or ethnic minority children, especially Roma at risk of marginalisation, as well as children with special needs or disabilities and children in alternative care, and street children.

In addition, FRA will continue engaging with stakeholders to communicate the results of its work on the treatment of children in criminal and civil judicial proceedings, and to disseminate the Handbook on European Law on the Rights of the Child.

Justice including judicial cooperation, and victims of crime

The fundamental rights survey was initiated in 2014, starting with desk research, pre-testing for the survey taking place in 2015, and data collection beginning in 2016. The survey will provide the first EU-wide comparative data on EU citizens' values, attitudes and experiences in relation to fundamental rights – covering different areas of everyday life such as consumer protection, good administration, data protection and knowledge of and access to complaints mechanisms (for example). The results of the survey will feed into fundamental rights indicators across key areas of the Agency's work – encompassing different MAF areas.

The Agency's handbook on access to justice will be launched in 2016 which will be the next in a series of successful handbooks for practitioners that the Agency has developed together with the Council of Europe.

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In 2016 the Agency will initiate the project on “Rights of crime victims to have access to justice – a comparative analysis” that aims to analyse victims’ role in the justice systems of selected Member States. This projects builds on the Agency’s previous work on victim support services, which was more narrowly framed.

The Agency will continue to undertake work – as requested by EU institutions – in relation to internal security and fundamental rights considerations. These requests will require the continued acquisition of expertise in new areas.

The FRA in order to cope effectively and efficiently with the increased work, as detailed above, would like to obtain four additional contract agent positions of long term employment in function group IV as follows:

- One programme manager-social science (1 FGIV) in the Equality and Citizen’s Rights department. Given the FRA’s increased work, as detailed above, involving primary research data collection, utilising different social science research methodologies, it is essential that FRA recruits an experienced social scientist with a thorough knowledge of different research methodologies. He/she should also be experienced in social science fields related to human rights, and should have worked with or on different 'user' groups. The proposed function group for this position is in line with the importance of the tasks to be undertaken.
- Two programme managers-legal science (2 FGIV) in the Equality and Citizen’s Rights department. Given the FRA’s increased work involving legal analysis, in particular of case law, it is essential that FRA recruits two experienced legal experts with a thorough knowledge of fundamental rights and European Union law. The proposed function group for these positions is in line with the importance of the tasks to be undertaken.
- One socio-legal specialist (1 FG IV) in the Freedoms and Justice department. The Agency is increasingly requested by EU institutions to provide a fundamental rights-based analysis of key developments in the field of internal security. These requests have grown since 2014 in the light of developments in relation to data protection and retention, PNR, and radicalisation – for example. More specifically, the Agency has been requested to undertake research with respect to national intelligence authorities and mass surveillance with regard to the existence of fundamental rights oversight mechanisms, and has also been asked to look at the question of radicalisation in the context of new projects - including the Agency’s survey research. In this regard it is essential that FRA expands its pool of experienced legal experts with a thorough knowledge of fundamental rights and European Union law. The proposed function group for this position is in line with the importance of the tasks to be undertaken.

On 23 May 2014, the FRA adopted in its MSPP 2015-2017 two additional contract agent positions of short term employment – one in Function Group IV and one in Function Group III. These positions were not included in the staffing of 2015 as published by the budgetary authorities on 17 December 2014. In this regard and considering the increased work, as described above, FRA has re-examined its staffing needs in relation to the contract agent positions and it is hereby requesting the four positions as described above for the year 2016.

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5.3. Efficiency gains

Possible and/or expected efficiency gains within the given frameworks may arise from:

- The prioritization of activities in the MAF, strategic planning, the AWP and the annual implementation plan.
- Organisational development towards an optimised allocation of resources to achieved the defined objectives.
- Sound management of human and financial resources under the applicable EU regulations.
- The operational added value provided by the use of the management information systems and the subsequent efficiency gains via office atomisation and enhanced communication and collaboration of staff and external partners
- Optimisation of the IT applications and systems i.e. IT tools like mission management, e-HR database, ABB, MATRIX, ABAC contracts in order to gain time and increase efficiency of resources.
- Identifying and applying possible measures with added value upon the operational efficiency in the domains of management, support and planning.

The above-mentioned measures will result in further rationalisation of prioritisation of tasks, resources allocation and reassess the balance between operational and overheads jobs in the FRA.

5.4. Negative priorities/Decrease of existing tasks

For the overall period 2016-2018, FRA does not envisage any significant reductions in existing tasks.

5.5. Redeployment of resources in view of budgetary constraints

The FRA is at 'cruising speed' since 2014. Following the decision of the budgetary authorities in December 2014, the FRA will strive to accommodate the additional 2 staff cuts (1 AD9 and 1 AST6) in 2015. This cut will be reduced in the course of 2015 following a close analysis of the tasks needed at the Agency.

Following the recommendation of the Internal Audit Service of the Commission in December 2013 to improve and integrate better the staff allocation, the FRA adopted in November 2014 two concepts papers. The first one provides an overview of the integrated activity based management concept and the second one defines the monitoring of the use of human resources and the assessment of the consistency of human resources allocation with regard to the Annual Work Programme, the objectives set out in the career development plan of each staff member and the activity based management of working time.

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In addition, in December 2014, the FRA adopted a competency framework which will contribute to performing a specific post management analysis and optimise the capacity of its current staff.

FRA will also promote the use of tele-meetings in its work to reduce the travel burden of experts and staff and the associated costs.

6. Staff policy followed by the agency

6.1. Recruitment policy

The change in the FRA's recruitment policy in 2014 is introduced by the amended Staff Regulations where the Director before recruiting a candidate will have to examine any potential conflict of interest that could impair the candidate's independence.

Following the recommendation of the Internal Audit Service of the Commission in December 2013 to enhance the efficiency of the recruitment process and accountability of actors involved, the FRA in the course of 2014:

- revised its recruitment planning tool to provide a detailed time schedule for the selection and recruitment process on the basis of a pre-defined tentative date for entry into service
- set up more detailed assessment criteria in the evaluation of written tests and oral interviews
- the appointment of the Staff Committee member in the selection committee is now done ad personam via a Director's Decision
- in case of nomination of an external member (not covered by the Staff Regulations & the Conditions of Employment of Other Servants provisions) to the Selection Committee, the Declaration of Confidentiality and Absence of Conflict of Interest will be in line with the applicable legal framework, and
- revised and updated the guidelines for recruitment and Selection Boards.

In addition, following the EU Ombudsman's recommendation to the EU Agencies in May 2014, the FRA will disclose the names of the members of the Selection Committees in its web site.

The FRA will have to adopt two new implementing rules which will repeal and replace the present ones: i) on the engagement and use of temporary agents by the agencies of the European Union (a new category of temporary staff namely 2f) and ii) on contract agents. This will take place once an agreement with the European Commission (Directorate General Human Resources and Security) is reached. It is expected to take place in the first half of 2015. The rest of the recruitment policy remains unchanged compared to previous year. Please see a comprehensive description in the annex.

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6.2. Benchmarking of the key functions in the agencies

Key functions (examples)	Type of contract (official, TA or CA)	Function group, grade of recruitment (or bottom of the brackets if published in brackets)	Indication whether the function is dedicated to administration support or policy (operational)
CORE FUNCTIONS			
Head of Department (level 2, taken the Director as level 1)	TA	AD10	Operational
Head of Unit	Not applicable	Not applicable	Not applicable
Head of Sector (level 3)	TA	AD6 (FRA did not publish such posts. It was assignment of staff members by the Decision HRP/030/2012)	Operational
Senior Officer (at FRA, Programme Managers)	TA	AD8	Operational
Officer	TA	AD6	Operational
Junior Officer	CA	FG IV	Operational
Assistant	TA	AST4	Operational
Junior Assistant	TA, CA	AST2, FGIII	Operational
SUPPORT FUNCTIONS			
Head of Administration	TA	AD12	Support
Head of Human Resources and Planning	TA	AD10	Support
Head of Human Resources	TA	AD6	Support
Head of Planning	TA	AD8	Support
Head of Quality	TA	AD9	Support
Head of Finance	TA	AD9	Support
Head of Communication	TA	AD7	Support

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Head of ITC and Facilities	TA	AD7	Support
Senior Officer	TA	AD11	Support
Officer	Not applicable	Not applicable	Not applicable
Junior Officer	TA	AD5	Support
Assistant	TA	AST7, AST4, FG III	Support
Junior Assistant	TA, CA	AST3, FGII, FGIII	Support
Webmaster- Editor	TA, CA	AST3, FG IV	Support
Secretary	TA, CA	AST1, AST 2, FG II	Support
Mail Clerk	Not applicable	Not applicable	Not applicable
SPECIAL FUNCTIONS			
Data Protection Officer (at FRA no specific post is dedicated to the Data Protection Officer)	TA	AD7	Support
Accounting Officer	TA	AD10 (FRA did not publish such a post. It was nomination of a staff member by the Management Board)	Support
Internal Auditor	Not applicable	Not applicable	Not applicable
Personal Assistant to the Director	TA	AST5	Support

6.3. Appraisal of performance and promotion/reclassification

The FRA implements an annual career development programme. An individual career development plan is drawn up at the beginning of the year laying down clear, meaningful and measurable objectives with robust performance indicators in relation to the work programme. A performance appraisal in terms of efficiency, abilities and conduct is done at the beginning of the next year on the basis of the performance indicators in the annual development plan.

In December 2013 the Agency adopted by analogy the Commission Decision on appraisal (EB decision 2013/02 of 12 December 2013) including the changes introduced by the amended Staff Regulations that came into force on 1 January 2014 (e.g. the appraisal report should include an overall assessment on whether the jobholder's performance has been satisfactory).

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In addition, following the recommendation of the Internal Audit Service of the Commission to better align the individual objectives with the organisational objectives, the FRA further enhanced qualitative the process of objectives settings by offering specific training courses to its reporting officers and jobholders on how to set SMART objectives, robust performance indicators and how to write clear assessments.

The rules regarding the reclassification scheme for temporary agents are laid down in Decision HRP/011/2014. It applies to temporary agents who are eligible after having a minimum of 2 years of seniority in their grade. The reclassification takes place on an annual basis and starts after the appraisal exercise has been concluded. It is mainly based on merit and is decided by the Director based on a proposal from a specifically established career advancement board of FRA. In 2015 the Agency aims to replace its current decision by a new one pursuant Article 110 of the Staff Regulations.

For the coming years the FRA will check the reclassification rates so as to respect as much as possible the rates indicated in Annex IB of the Staff Regulations

A similar decision for the reclassification of contract agents was adopted in June 2014 (Decision HRP/012/2014) covering solely the 2014 exercise. In 2015 the Agency aims to replace its current decision by a new one pursuant Article 110 of the Staff Regulations.

The outcome of the appraisal exercise also leads to the learning and development plan based on the identified needs in order to cater for career development. A learning and development plan is designed every year based on these specific needs and in line with FRA's strategic priorities and its learning and development policy. The latter was revised in 2012 and integrated the policy on the financial support scheme of studies for its staff members. It is FRA's policy that all staff is given equal access to appropriate training according to the needs and budget availability. In-house, local and external training courses take place as well as e-learning. In 2014 the average number of training days per staff was 10 including language training.

The Agency will continue to reinforce its learning and development activities. Following the recommendation of the Internal Audit Service of the Commission in December 2013 to better align training with individual objectives, the FRA in December 2014 adopted a competency framework. This will lead to the definition of individual training maps that will drive the effective planning and execution of the annual training activities.

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Reclassification of temporary staff

Category and grade	Staff in activity at 1.01.2013		How many staff members were reclassified in 2014		Average number of years in grade of reclassified staff members
	officials	TA	officials	TA	
AD 16	-	-	-		
AD 15	-	-	-		
AD 14	-	1	-		
AD 13	-	1	-		
AD 12	-	1	-		
AD 11	-	4	-		
AD 10	-	3	-		
AD 9	-	6	-	1	3.79
AD 8	-	5	-	2	3.25
AD 7	-	15	-	2	3.83
AD 6	-	6	-	1	2.75
AD 5	-	1	-		
Total AD	-	43	-	6	
AST 11	-	-	-		
AST 10	-	-	-		
AST 9	-	-	-		
AST 8	-	3	-		
AST 7	-	4	-		
AST 6	-	-	-	1	4.25
AST 5	-	8	-	2	2.73
AST 4	-	11	-		
AST 3	-	1	-		
AST 2	-	1	-		
AST 1	-	-	-		
Total AST	-	28	-	3	
AST/SC6	-	-	-		
AST/SC5	-	-	-		
AST/SC4	-	-	-		
AST/SC3	-	-	-		
AST/SC2	-	-	-		
AST/SC1	-	-	-		
Total AST/SC	-	-	-		
Total	-	71	-	9	

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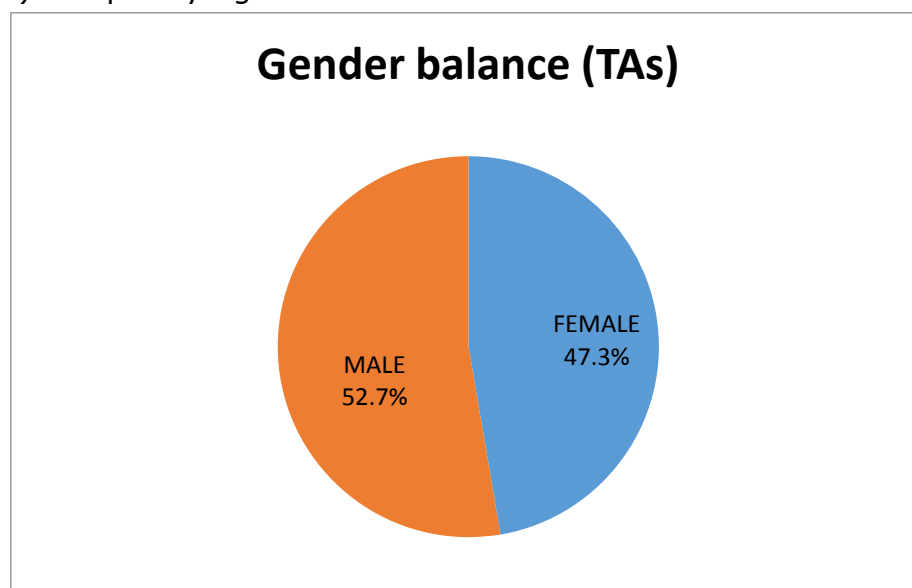
Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2013	How many staff members were reclassified in 2014	Average number of years in grade of reclassified staff members
CA IV	18	-		
	17	-		
	16	-		
	15	-		
	14	3	1	2.38
	13	4		
CA III	12	-		
	11	1		
	10	1		
	9	5	2	4.54
	8	6		
CA II	7	-		
	6	-		
	5	2		
	4	3		
CA I	3	-		
	2	-		
	1	-		
Total		25	3	

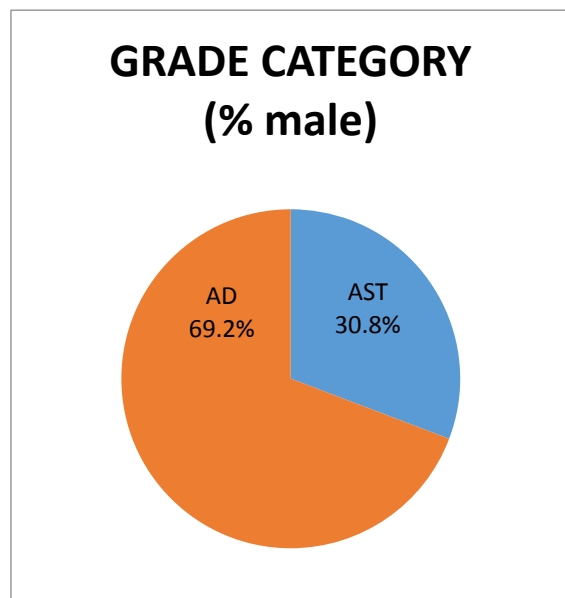
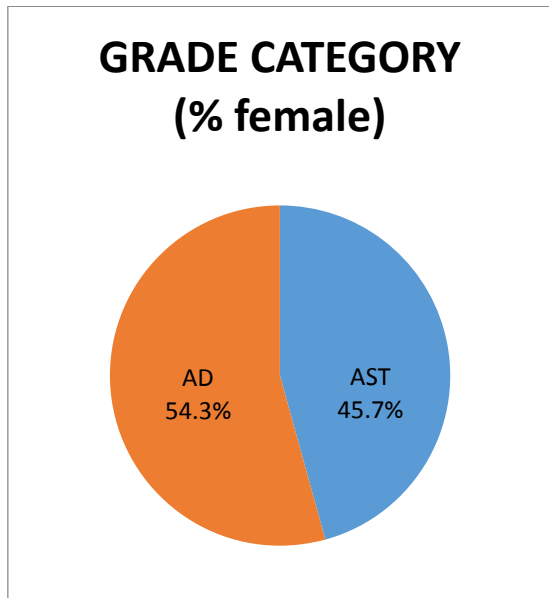
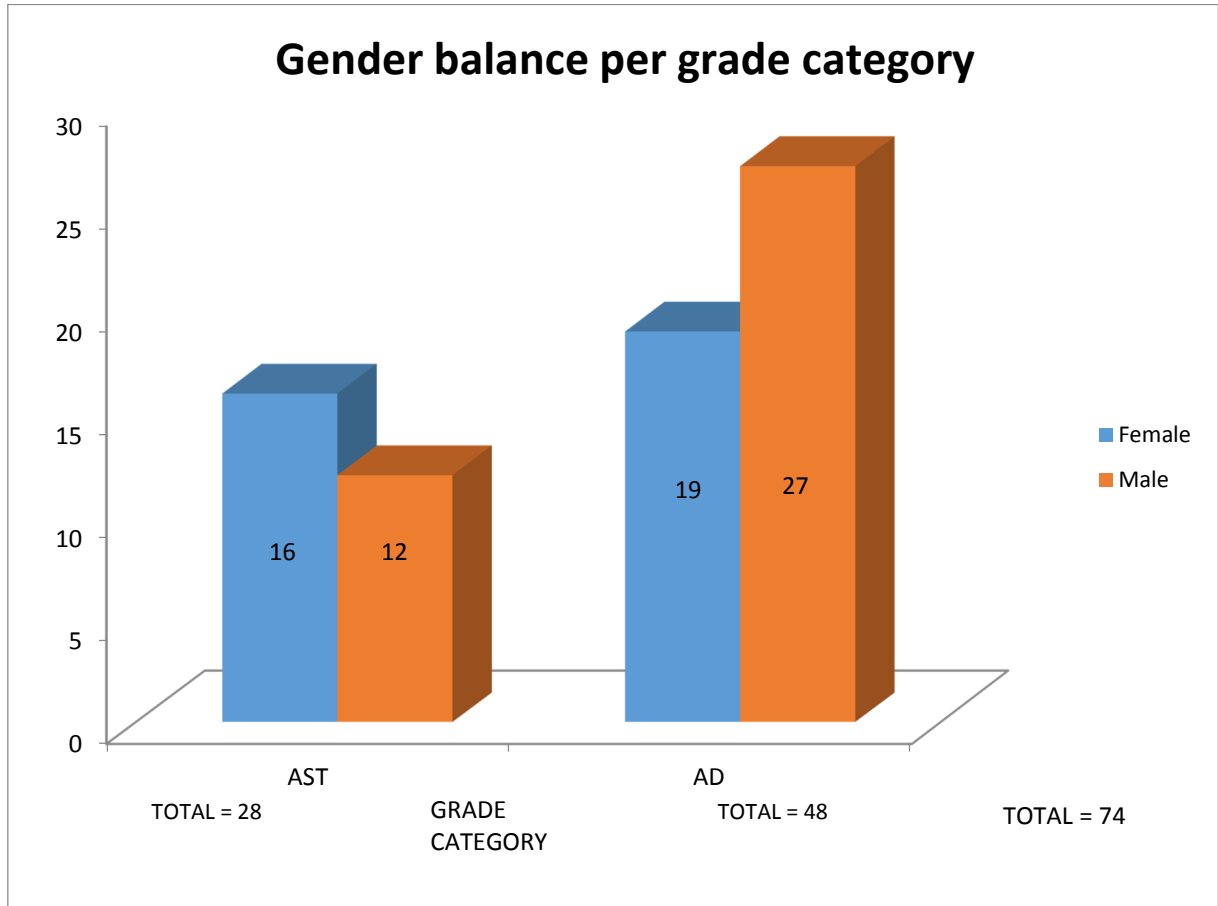
6.4. Gender balance

The charts below illustrate the staff breakdown by contract type and function group and the gender balance as of 31 December 2014:

i) Temporary Agents:

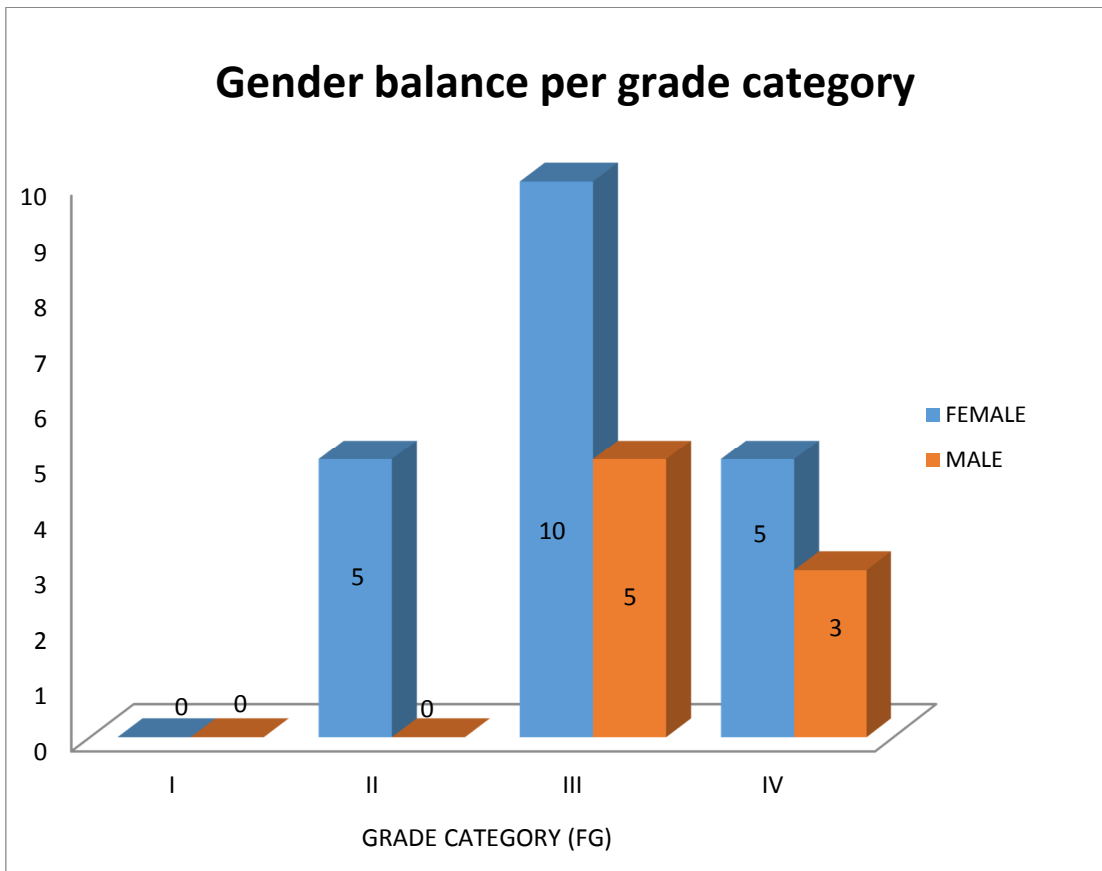
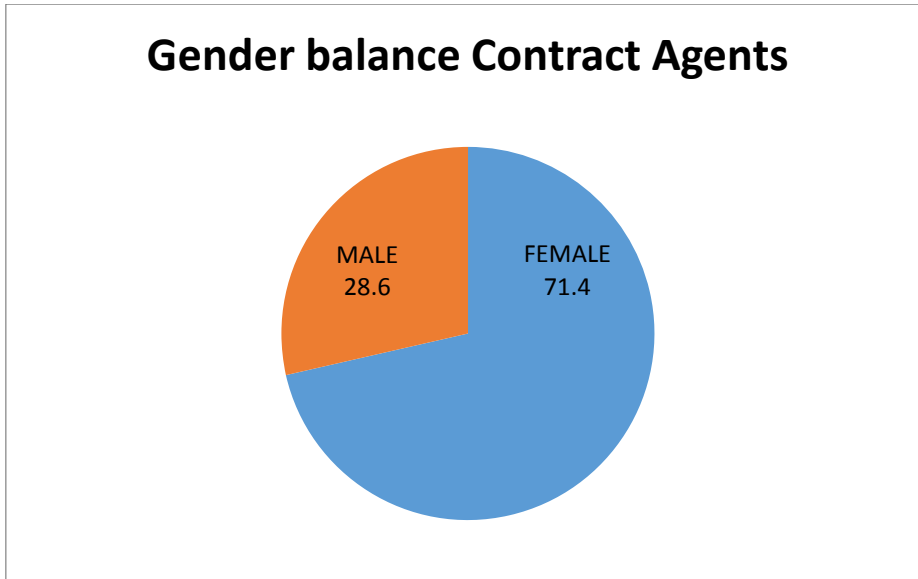


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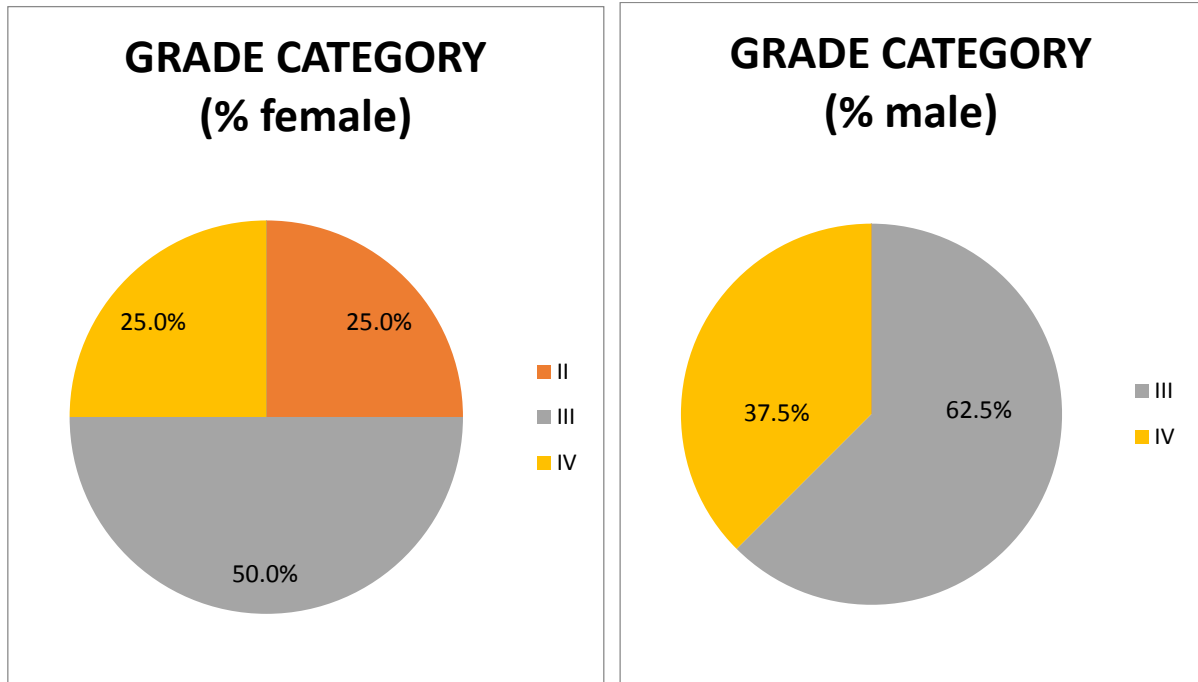


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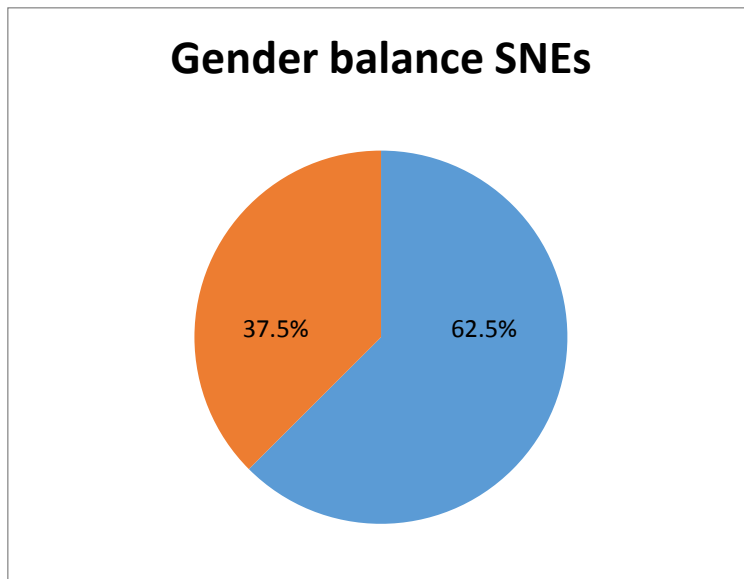
ii) Contract Agents:



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iii) Seconded National Experts (SNEs):



FRA systematically monitors the gender distribution of its selection procedures. To this regard and to the extent possible, selection panels are drawn up to ensure gender balance.

FRA ensures that no employee or job applicant is treated inequitably due to gender, marital or parental status, age, sexual orientation, disability, ethnicity, colour, citizenship/nationality or religious belief with regard to recruitment and selection, training/development, pay and conditions of work and opportunities for career development and career advancement.

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FRA is convinced that diversity is a strength in the workplace and that harnessing diversity will create a productive environment in which everyone feels valued, where their talents are being fully utilised, and in which organisational goals are met. In this regard and in recognition of the gender imbalance in certain categories, in 2014 the Agency performed an equality and diversity audit via an external contractor. This was the second audit; the first was conducted in 2007 and was focused on diversity. In June 2014 FRA received the report from the contractor and in September 2014 decided to set up a working group to discuss the findings and recommendations of the Equal Opportunities and Diversity Evaluation and ultimately come up with a proposal of prioritized measures to be undertaken – to be presented to and to be approved by management. The working group is expected to present the action Plan for approval to the management in March 2015.

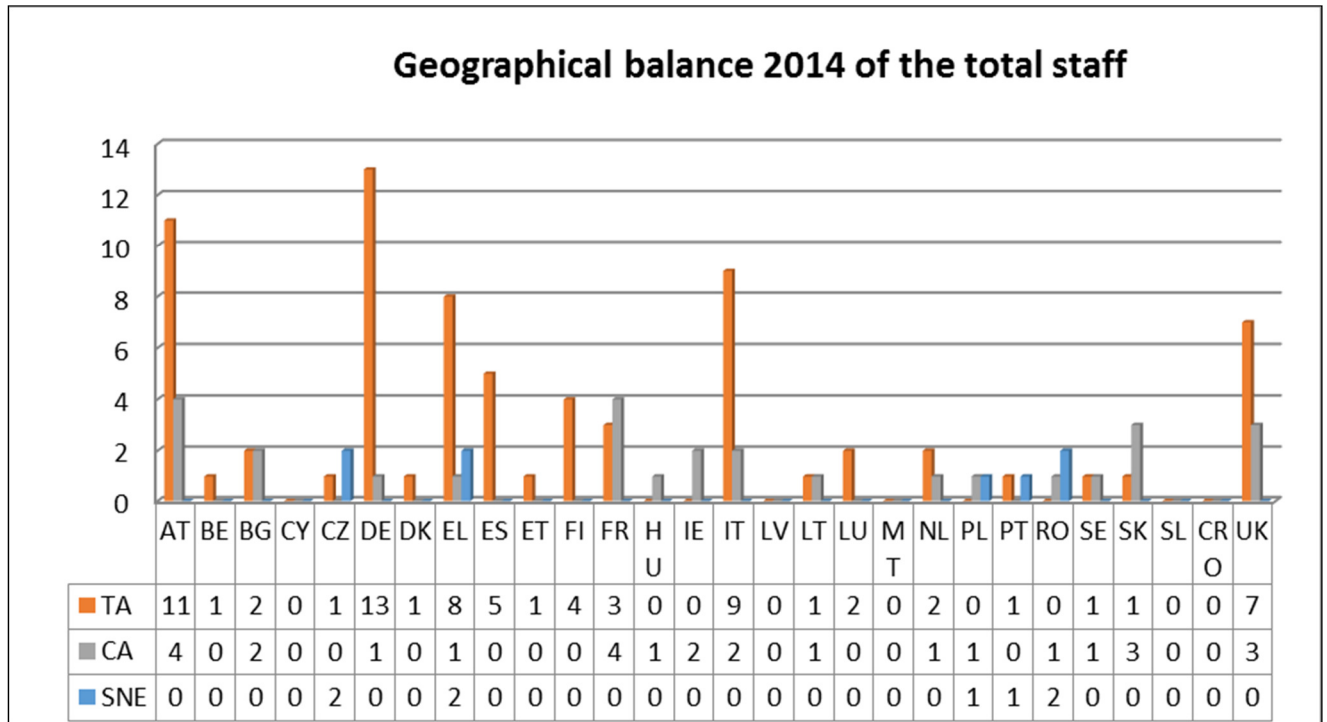
FRA is fully committed to the provision of equality of opportunity for all its employees through its employment practices, policies and procedures. It undertakes to provide a working environment that is sensitive to differences in racial or ethnic origin, religion or belief, disability, age, sexual orientation and gender. The Agency's policy is based on a model of best practice for sustaining a work ethos whereby all employees can reach their full potential. FRA's Equal opportunities and Diversity Action Programme 2013-2015 provides measures for ensuring best practice in equality of opportunities in the FRA with respect to gender, diversity, persons with disabilities and wellbeing of its staff. For example, part of these measures are the awareness raising training courses the Agency delivered in 2013 and 2014 on persons with disabilities and the awareness raising courses that it will deliver in 2015 on gender mainstreaming. In addition, in 2013 the Agency published a call for tender for an equality and diversity evaluation that was performed in the first half of the 2014 as mentioned above.

With regards to reconciling professional and personal life, a range of measures have been put in place to help ensure that working for the Agency is conducive to a balanced professional, personal and family life. These measures focus on teleworking and flexitime arrangements, parental leave, childcare and schooling services (see annex), a policy to protect the dignity of the person and to prevent psychological and sexual harassment. These measures were introduced in full compliance with the Staff Regulations. Additionally the Agency has a holistic approach towards all aspects of well-being at work e.g. monthly staff meetings, annual Staff retreat, bi-annual well-being survey, events open to staff (e.g. Christmas dinner) and their families (e.g. summer picnic) as well as language courses that are available to the staff members and to their families in an effort to facilitate the integration process in the local environment. In this regard, in 2012 the Agency introduced a well-being service.

6.5. Geographical balance

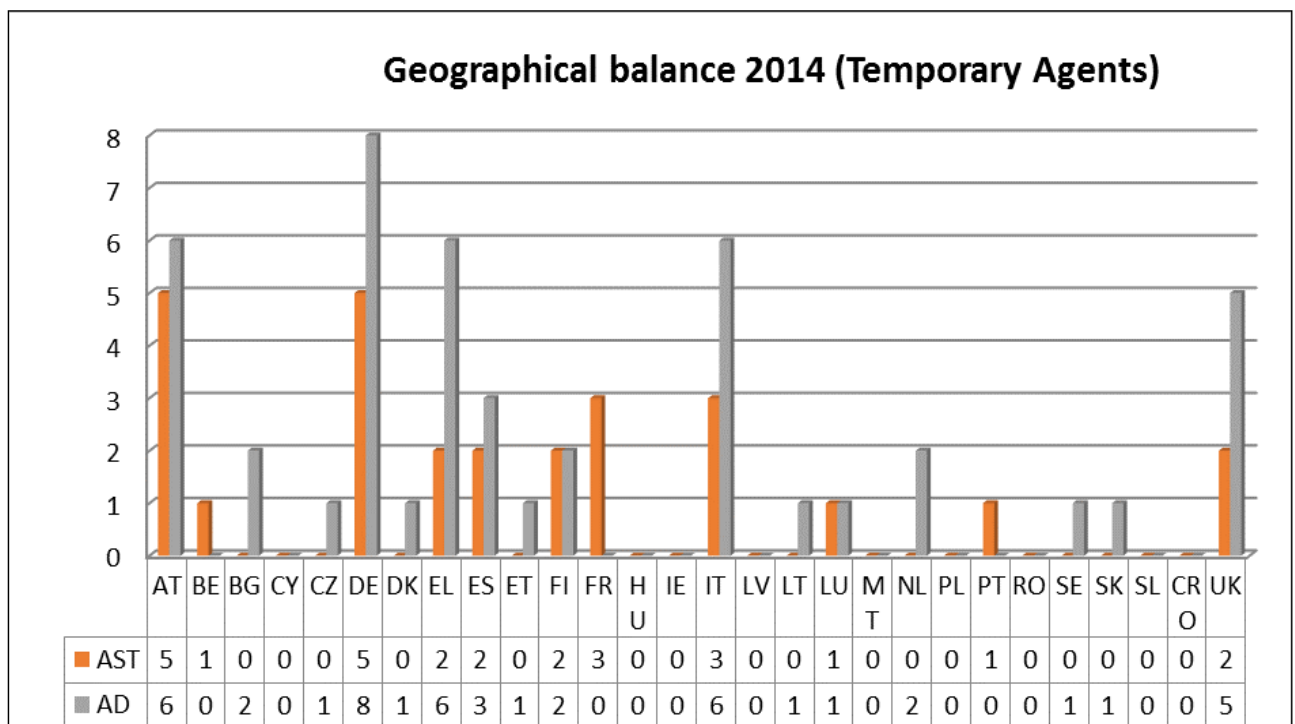
On 31 December 2014, the workforce of FRA covers 23 nationalities representing out of a total of 28 Member States. FRA will continue its effort to develop and to increase the number of nationalities.

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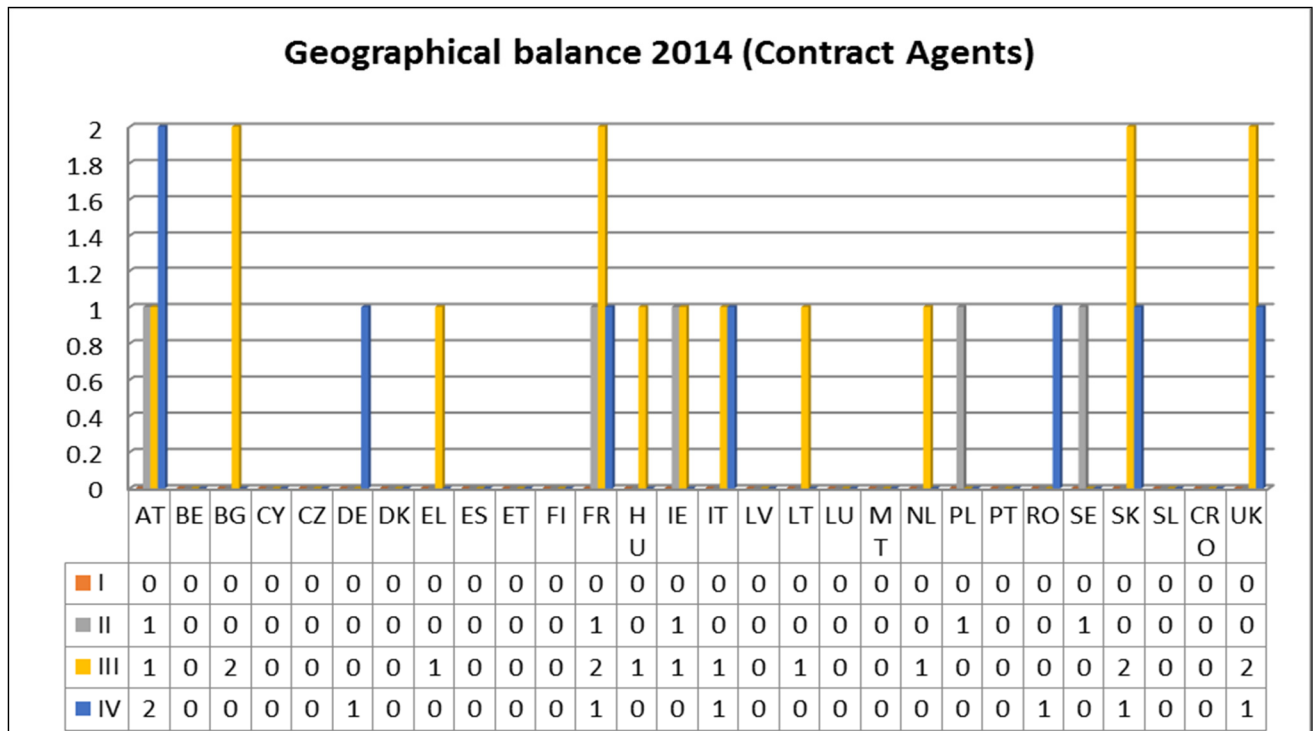
A detailed breakdown per contract type (i.e. temporary agents, contract agents and seconded national experts) and function group is presented below.

- i) Temporary Agents: a total of 19 nationalities as shown below

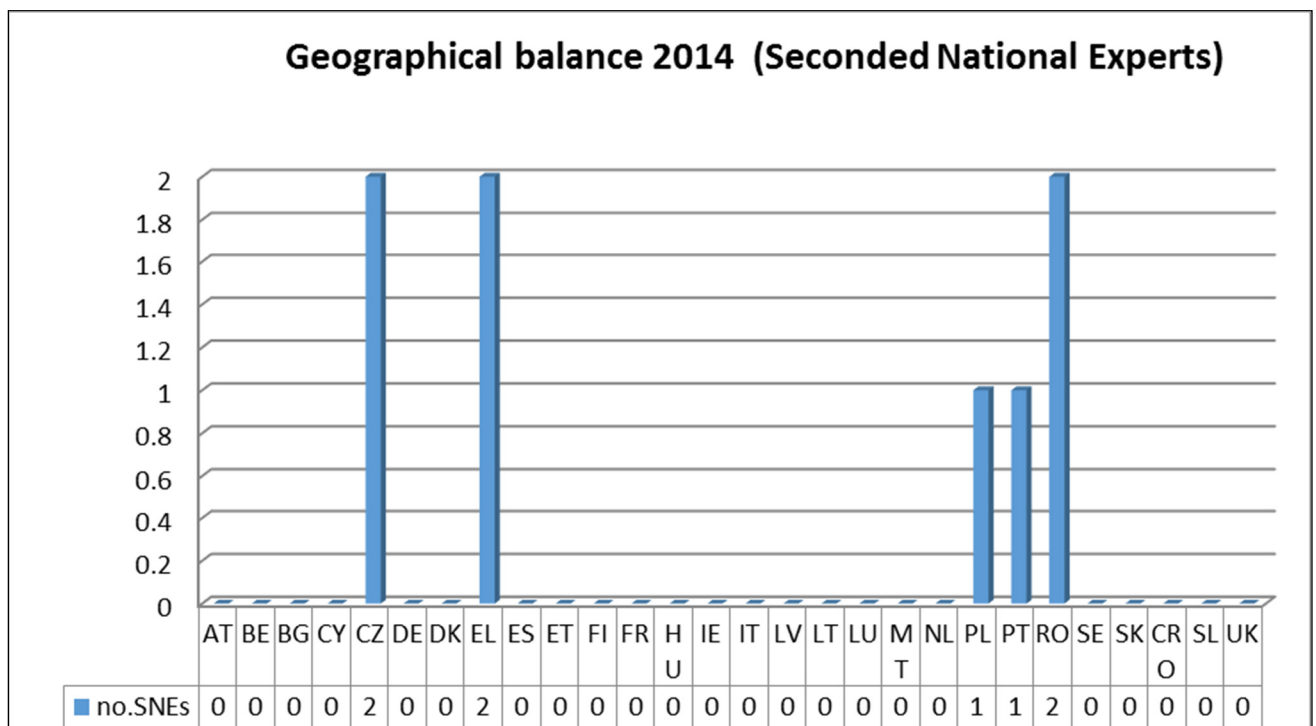


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ii) Contract Agents: a total of 15 nationalities as shown below



iii) Seconded national experts: a total of 5 nationalities as shown below



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6.6. Mobility (internal mobility, between the agencies and between the agencies and the institutions)

Internal mobility

Due to the limited size of FRA there can only be limited opportunities to publish internally vacant positions in order to fill a post through reassignment of staff, where appropriate. However, FRA maintains the view that wherever possible internal needs of the Agency should be covered by redeploying staff.

Mobility among agencies (Inter-agency Job Market)

The FRA joined the inter-agency job market in January 2010. 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. FRA has not yet published any post through the inter-agency job market.

In 2014, zero posts or positions became vacant by staff departure to other agencies and zero posts or positions were filled by staff coming from other agencies.

Mobility between the agencies and the institutions

FRA does not pro-actively pursue such mobility since it does not have any permanent posts in its Establishment Plan and therefore such mobility may not be possible. In the future by creating permanent posts the possibility for mobility in this sense will be feasible.

In 2014, zero temporary agent post became vacant due to the departure of staff to the European Commission. At the same time zero posts or positions were filled by staff coming from other EU institutions.

6.7. Internship

In 2014 FRA revised its internship programme. It offers internships once a year starting on 1 September. The internship may last a minimum of 3 (serving as a trial period) and a maximum of 12 months. Interns are awarded a monthly grant of 1000 EUR.

The internship programme aims to provide interns with an understanding of the objectives and activities of the Agency, a practical experience and knowledge of the day-to-day work of the FRA and the possibility to put their learning into practice and contribute to the Agency's mission.

For the period January to July 2014 the FRA offered internships to 29 interns and starting in September 2014 under the revised rules the FRA offered internships to 37 interns.

7. Schooling

Schooling is a key factor in enabling FRA to attract and to retain qualified staff members. In the absence of a European School and a European Section in Austria, the Management Board of the FRA in 2013 revised the two decisions, one regarding

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childcare facilities costs for pre-school children of FRA staff (MB decision 2013/06) and another one on education costs for children of FRA staff in Vienna (MB Decision 2013/07). According to these decisions the Agency has signed several service level agreements.

Staff members enjoying the benefits of these measures are not entitled to receive the education allowances provided for in Article 3 of Annex VII of the Staff Regulations since the schools are considered as a non-fee paying ones.

8. State of play of implementing rules adopted by the agencies consistent with its staff policy

The Staff Regulations (SR) of Officials and the Conditions of Employment of Other Servants (CEOS) of the European Union, laid down by Council Regulation (EEC, Euratom, ECSC) No 259/68 have been amended by Regulation (EU, Euratom) No 1023/2013 of the European Parliament and of the Council of 22 October 2013 (the "revised Staff Regulations") with effect as of 1 January 2014.

I – Commission Implementing Rules adopted at FRA by analogy to the Commission Decisions under Article 110

A) In order to implement the changes brought by the revised Staff Regulations, the FRA adopted by analogy the following 12 Commission Decisions in December 2013 (ref. EB Decision n° 2013/02), from the package sent by EC on 17/12/2013, with date of entry into force 1 January 2014 plus the common rules on third language:

Art. 43-44 SR and Art. 15(2) CEOS (Appraisal exercise)
Art. 57, 58 and 61 and Annex V SR and Art. 16, 59, 60 and 91 of CEOS - old one repealed and replaced by the new Commission Decision as of 01.01.2014 (Leave)
Art. 7(3) of Annex VII SR - old one repealed and replaced by the new Commission Decision as of 01.01.2014 (Determining the place of origin)
Art. 8 of Annex VII SR and Art.26 and 92 CEOS - old one repealed and replaced by the new Commission Decision as of 01.01.2014 (Travel expenses on taking up duties or termination of service)
Art. 55a and Annex IVa SR as of 01.01.2014 the previous IR was repealed - old one repealed and replaced by the new Commission Decision as of 01.01.2014 (Part-time work)
Art. 32 (2) SR and Art. 15 CEOS , old one repealed and replaced by the new Commission Decision as of 01.01.2014 (Criteria applicable to classification in grade and step on engagement)
Art. 67(1)(c) SR and Art. 3 of Annex VII SR and Art. 20, 92 CEOS – old one repealed and replaced by the new Commission Decision as of 01.01.2014

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(Education allowance)
Art. 55 SR and Art.16 and 91 CEOS (Working time)
Art. 17,91 and 119 CEOS (Maternity leave and maternity pay)
Art.9 of Annex VII SR and Art. 23 and 92 CEOS (Removal costs)
Art. 1c, 11 (2), 11a, 12, 12b, 15 (2), 16, 17, 17a, 19, 40, 55(1) SR, Art. 13 and 40 of Annex VIII SR and Art. 11, 16, 17,54, 57, 81 and 91 of CEOS - old one repealed and replaced by the new Commission Decision as of 01.01.2014 (Outside activities and assignments)
Art. 1, point 68(d) and Art.2, point 19 of Regulation (EU, EURATOM) No 2013/2013, Art. 9 of Annex VIII SR and Art. 39 CEOS – Commission Decision repealing Commission Decision of 28.04.2004 (Early retirement without reduction of pension rights)
Art. 45(2) SR and Art. 54 CEOS (Third language prior to the first reclassification after recruitment)
The following implementing rules remain unaltered:
Art. 4 of Annex VIII SR (Taking into account, for purposes of calculating pension rights, of periods of activity previously completed by staff before they resume active employment)
Art. 1d (4) SR (Facilities for disabled persons)
Art. 11 and 12 of Annex VIII SR (Transferring pension rights)
Art. 26 of Annex XIII SR (Transferring pension rights – transitional provisions)
Art. 22 (4) of Annex XIII SR (Purchase of additional pension rights)
Art. 67 SR and Art. 1(2)(d) of Annex VII SR (Household allowance)
Art. 2(4) of Annex VII SR (Persons to be treated as dependent children)
Art. 67 and 68 SR and Art. 1 and 2 of Annex VII SR (Common provisions on family and household)

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<p>Art. 42a SR (Parental leave)</p>
<p>Art. 42b SR (Family leave)</p>
<p>Art. 71 SR and Art. 11 to 13a of Annex VII (Guide to missions for officials and other servants)</p>
<p>Art. 15, 37 and 40 SR and Art. 11, 17, and 88a CEOS (Leave on personal grounds for officials and unpaid leave for temporary and contract staff (CCP))</p>
<p>Art. 59 and 60 SR and Art. 16, 59, 60 and 91 CEOS (Introducing IR on absences as a result of sickness or accident)</p>
<p>Art. 72.1 3eme alinea (Reimbursement of medical expenditure)</p>
<p>Art. 42b SR (family leave), Art. 42a (parental leave), Art. 11 and 12 of Annex VIII SR (transferring pension rights) – New rules</p>

B) As of 1 October 2014 the FRA adopted by analogy to the Commission Decisions the following 8 implementing rules for the package sent by EC on 17/12/2014:

Decision on Teleworking
<p>Art. 5 and Annexes XIII and XIII.1 SR (Types and posts and equivalent categories and grades)</p>
<p>Art. 10(3) of Annex XIII SR (Decision Attestation repealed)</p>
<p>Annex X SR (Reimbursement of officials assigned in non-EU countries)</p>
<p>Art. 101 SR, Art. 5 and 23 of Annex X SR, Art. 10(5) and 118 CEOS (Housing policy in EU delegations)</p>
<p>Art. 10(1) of Annex X SR (Decision on the living conditions allowance and the additional allowance non-EU)</p>
<p>Art. 7 of Annex V SR (Home leave in non-EU countries)</p>
<p>Art. 8 of Annex X SR (Rest leave)</p>

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II –Commission Implementing Rules adopted by FRA subject to adjustments to best fit the Agency specificities approved under

Article 110

Art. 82 (6) CEOS (Procedure governing the engagement and use of contract staff)
Art. 55a and Annex IVa SR – Repealed as of 01.01.2014 due to amended Staff Regulations (part-time work)
Art. 5, 29, 30, 31 and 32 SR and Art. 10 and 15 CEOS – Repealed as of 01.01.2014 due to amended SR (Criteria applicable to classification in grade and step on appointment or engagement)
Art. 8 CEOS (New policy for the engagement and use of temporary agents)
Art. 9 SR and Art. 1 of annex II SR (Setting up a Staff Committee, rules governing the election)
Art. 12 bis Anti-harassment policy
Art. 1c, 11 (2), 11a, 12, 12b, 15 (2), 16, 17, 17a, 19, 55 (1), Art. 13 and 44 of Annex VIII SR and Art. 11, 16, 54, 57, 81 and 91 of CEOS – Repealed as of 01.01.2014 due to revised Staff Regulations (see above) (Outside activities and assignments)
Director’s appraisal
Art. 2, 4, 5, 7 and 29 SR (Middle management staff)
Art. 7 (2) SR (temporary occupation of management posts)
Art. 2 (3) and Art. 30 of Annex IX SR (Conduct of administrative inquiries and disciplinary procedures)

III. Implementing Rules under preparation

Art 2f of CEOS (Engagement of temporary agents in the Agencies)	Staff Committee consulted in November 2014. Waiting the
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	Commission approval on the draft model decision
Art. 12b, 15, 37 and 40, and Art. 33 of Annex XIII SR, and Art. 11,17 and 91 CEOS (Leave on personal grounds)	Staff Committee consulted in November 2014. Waiting the Commission approval on the draft model decision
Art. 55b SR (job-sharing)	To be submitted for agreement to the Commission in the first quarter of 2014
Art. 87(1) CEOS and first paragraph of Art. 44 SR (Appraisal of contract agents)	Staff Committee consulted in December 2014. Waiting the Commission approval on the draft model decision
Art. 87 (1) of CEOS Reclassification of contract agents	To be submitted for consultation to the Staff Committee as soon as an agreement between the Standing Working Party and the Commission is found
Art. 45 SR (Promotion/reclassification exercise)	To be submitted for consultation to the Staff Committee as soon as an agreement between the Standing Working Party and the Commission is found

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Annex

1. The agency's activities

The European Fundamental Rights Agency (FRA) is an EU Agency based in Vienna. The Agency is established by the Council Regulation 168/2007 of 15 February 2007.

The objective, the scope and the tasks of the Agency are set out in Articles 2 to 4 of the abovementioned Regulation. Its objective is to provide the relevant institutions, bodies, offices and agencies of the Community and its Member States when implementing Community law with assistance and expertise relating to fundamental rights in order to support them when they take measures or formulate courses of action within their respective spheres of competence to fully respect fundamental rights.

The Agency deals with fundamental rights issues in the European Union and in its Member States when implementing Community law.

To achieve this objective and within its competences, the Agency:

(a) collects, records, analyses and disseminates relevant, objective, reliable and comparable information and data, including results from research and monitoring communicated to it by Member States, Union institutions as well as bodies, offices and agencies of the Community and the Union, research centres, national bodies, non-governmental organisations, third countries and international organisations and in particular by the competent bodies of the Council of Europe;

(b) develops methods and standards to improve the comparability, objectivity and reliability of data at European level, in cooperation with the Commission and the Member States;

(c) carries out, cooperates with or encourages scientific research and surveys, preparatory studies and feasibility studies, also, where appropriate and compatible with its priorities and its annual work programme, at the request of the European Parliament, the Council or the Commission;

(d) formulates and publishes conclusions and opinions on specific thematic topics, for the Union institutions and the Member States when implementing Community law, either on its own initiative or at the request of the European Parliament, the Council or the Commission;

(e) publishes an annual report on fundamental rights issues covered by the areas of the Agency's activity, also highlighting examples of good practice;

(f) publishes thematic reports based on its analysis, research and surveys;

(g) publishes an annual report on its activities; and

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(h) develops a communication strategy and promote dialogue with civil society, in order to raise public awareness of fundamental rights and actively inform about its work.

The Agency fulfills its tasks, as defined by its Regulation, by implementing specific projects and horizontal activities within the thematic areas of its five-year Multi-annual Framework, which fall broadly under different chapters of the Charter of Fundamental Rights.

According to the Multiannual Framework, which was adopted on 28th February 2008, for the period 2007-2012, the Agency is focused on the following thematic areas:

- racism, xenophobia and related intolerance;
- discrimination based on sex, race or ethnic origin, religion or belief, disability, age or sexual orientation and against persons belonging to minorities and any combination of these grounds (multiple discrimination);
- the rights of the child, including the protection of children;
- asylum, immigration and integration of migrants;
- visa and border control;
- participation of the citizens of the Union in the Union's democratic functioning;
- information society and, in particular, respect for private life and protection of personal data;
- access to efficient and independent justice
- compensation of victims.

The Multi-Annual Framework for the period 2013-2017 was adopted by the Council on 11 March 2013.

According to Article 5 of its Regulation, the Agency may also carry out other tasks at the request of the European Parliament, the Council or the Commission that could be outside these thematic areas.

Under Article 4(1)(c) and (d) of the Regulation the Agency is also expected to respond to requests from the European Parliament, the Council or the Commission outside these thematic areas provided the Agency's financial and human resources so permit.

The Agency shall ensure appropriate cooperation and coordination with relevant Community bodies, offices and agencies, Member States, international organisations and civil society, under the terms of Articles 7, 8 and 10 of Regulation (EC) No 168/2007, for the implementation of this Framework. In particular, the Agency shall coordinate its activities with those of the Council of Europe under the terms of Article 9 of Regulation (EC) No 168/2007 and in the agreement referred to in that Article.

2. Recruitment policy

The selection procedures of Temporary Agents follow the Executive Board Decision 2009/3 which was adopted following the procedure under Article 110 of the Staff Regulations. The main steps are as follows:

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- Publication of vacancy notice on FRA's website, on the EPSO website, on the EU Agencies' mailing address, the members of the Agency's Management Board, the Permanent Representations of the Member States to the European Union, the International Organisations based in Vienna and if necessary in the international and specialist press, stating eligibility and selection criteria, indicating type and duration of contract and recruitment grade and the main steps of the selection procedure.
- Setting up of a Selection Committee of minimum three members covering the required expertise and of a grade level at least equal to that of the post and including representation of the staff committee.
- First evaluation of the candidates' application forms, on the basis of eligibility requirements, and further evaluation of eligible candidates on the basis of essential and advantageous criteria is done by the Selection Committee.
- Shortlisted candidates are invited for interviews with the Selection Committee and undergo a written test on the basis of pre-determined questions covering the specific competences in the area of expertise, knowledge of FRA and EU institutions, and language abilities.
- The Selection Committee establishes a reserve list of successful candidates which is sent to the Appointing Authority.
- The Appointing Authority decides on the basis of the established reserve list to offer contract(s) of employment. Prior of doing so, the Appointing Authority invites for a short meeting the successful candidates.

The FRA in order to meet its objectives has identified the following generic job profiles:

- Middle Managers: provide strategic and financial management and supervise the operational management within their respective fields covering different areas of FRA activities in respect of sound financial management. Typically these posts would be filled by Temporary Agents in the bracket AD9-AD12.
- Senior Officers/Programme Managers: are typically engaged in drafting reports, analysing and advising the hierarchy in specific areas such as research, planning, human resources, procurement and finance. Senior Officers may play a key role in general and budgetary processes and assist the hierarchy in ensuring business continuity. Programme Managers may manage a specific research project or represent FRA in external activities. Senior officers/programme managers may coordinate a team's work content under the authority of a Middle Manager. Typically these posts would be filled by Temporary Agents in the bracket AD8-AD11.
- Officers/Programme Managers: play a key role in general processes, draft reports, implement policies, coordinate specific areas of work or a team's work content or, represent FRA in external activities. Typically these posts would be filled by Temporary Agents in the bracket AD5-AD7, Contract Agents FGIV and Seconded National Experts. Temporary agents at grades AD 5 and Contract Agents at function group IV under direct supervision will contribute to the completion of the above-mentioned tasks and may play a supporting and active role in the development of overall tasks and work.

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- Senior Assistants: provide support in the drafting of documents and assistance in the implementation of policies and procedures in areas such as administration, procurement, finance, human resources, research, communication, following advice from the hierarchy. Typically these posts would be filled by Temporary Agents in the bracket AST10-AST11 and with Contract Agents Function Group III.

- Assistants/(Support) Officers: play a supporting role in areas such as administration, procurement, finance, human resources, research and communication, under the supervision of a Senior Assistant and or a higher level function. Typically these posts would be filled by Temporary Agents in the bracket AST1-AST9 and with Contract Agents Function Group II and III.

In addition to the abovementioned generic profiles, the Agency in order to increase its efficiency and effectiveness in 2012 adopted a decision (Decision HRP/030/2012) on the assignment of Heads of Sectors. Their role is to coordinate and supervise specific activities undertaken by staff in the sector they are responsible for.

In terms of type of contract and recruitment grade for the different type of functions presented above, FRA has identified all temporary agent posts, with the exception of the Director, as posts of long-term duration.

a. Temporary agents on long term employment

The criteria of the Agency in the identification of the posts as being of a long-term duration are the following:

- for posts covering tasks of a permanent nature as resulting from the mandate and Work Programme of the agency; and
- to safeguard continuous expertise in the specific areas of human rights

Long-term temporary agents will be recruited at the levels indicated below in order to permit a long term career development:

- AST 1 to AST 4 for the AST category
- AD 5 to AD 8 for the AD category.

Long-term temporary agents will also be recruited at the level of AD 9 to AD11 and in exceptional cases at grade AD 12. In all cases and before publishing any post, the Agency will carefully evaluate all options in order not to recruit at excessive level. Recruitment of experts at grades AD9-AD11, and in exceptional cases at grade AD12 shall remain within the limits of 20% of recruitments per year over a rolling period of five years for long term employment within the Agency.

Long-term temporary agents are offered a contract of an indefinite period. The Agency requires technically qualified staff with specialist knowledge and experience for most of its activities, especially in the areas of specific competence linked to its regulation and strategy. This is, however, also valid for staff working in administration, finance, human resources, accounting, procurement and information communication technology since, in many cases, there is an extremely limited number of members of staff to cover each specific activity. In many cases it is of utmost importance to have staff with broad knowledge and expertise in the

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respective fields of work. In the past the Agency faced difficulties in recruiting staff. However since the implementation of this measure as well as other social benefits, both the quantity and quality of candidates has been increased considerably.

Temporary agents on short/medium term employment

The post of the Director is of a fixed period of five years and could be extended once for a period of three years (ref. Article 15 (3) of the Regulation establishing the Agency No 168/2007 of 15 February 2007) and hence is considered short term.

b. Contract agents on long term employment

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

- Reinforcement of capacities in specific areas of expertise where there is a need of additional resources.
- Reinforcement of existing capacities in support functions as necessary.

Contract agents are initially offered a contract of two years renewable for another limited period up to five years. A second renewal is for an indefinite contract provided the first two contracts covered a period of minimum five years without interruption. This is stipulated in the Implementing Rules for the engagement and use of contracts Agents that the Agency has adopted by its Management Board (Management Board Decision 2008/4).

Renewals of contract will depend on the future business needs for the function occupied, performance and budgetary availability.

The selection procedures for the recruitment of Contract Agents follow the Management Board Decision 2008/4. In addition, the Agency signed in 2010 a Service Level Agreement with the European Personnel Selection Office by which it may use the database of successful candidates to fulfil vacant contract agent positions.

- Contract agents on short/medium term employment

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

- To work with specific, time limited projects.
- To cover needs such as staff going on maternity and parental leave and staff on long sick leave.

They are offered an initial fixed-term contract whose duration is based on the duration of the tasks to be performed. The contract may be renewed for a second fixed-term should the duration of the specific project is extended. All renewals of contract will depend on the business needs for the function occupied and available budgetary provisions.

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c. Seconded national experts

Eight National Experts were seconded to FRA on 31 December 2014 within the FRA's aim to develop active networking and strengthen co-operation with Member States.