

**MANAGEMENT BOARD DECISION No 21/2015
of 20 May 2015**

adopting the Multiannual Staff Policy Plan 2016-2018

THE MANAGEMENT BOARD

Having regard to the Frontex Regulation¹, in particular Article 20(2) thereof;

Whereas:

- (1) The European Commission launched the preparation of the Multiannual Staff Policy Plan (MSPP) 2016-2018 in all EU Agencies on 29 October 2014 and provided the relevant template;
- (2) The Management Board discussed and commented on the draft MSPP during the 52nd Management Board meeting on 18-19 February 2015;
- (3) The European Commission issued a favourable opinion on the draft MSPP on 11 May 2015 subject to comments;
- (4) The necessary modifications were introduced and presented to the Management Board during the 53rd Management Board meeting on 19-20 May 2015;
- (5) The MSPP 2016-2018 does not include the reinforced tasks and increased resources following the European Council conclusions of 23 April 2015.

HAS DECIDED AS FOLLOWS:

Article 1

Object

The Multiannual Staff Policy Plan (MSPP) 2016-2018 as annexed to this Decision is adopted.

Article 2

Entry into force

This decision enters into force on the day following its adoption.

Done in Warsaw, 20 May 2015

For the Management Board

[signed]
Ralf Göbel
Chairperson

¹ Council Regulation (EC) No 2007/2004 of 26 October 2004 establishing a European Agency for the Management of Operation Cooperation at the External Borders of the Member States of the European Union OJ L 349, 25.11.2004, p.1, as last amended.

Multiannual Staff Policy Plan 2016-2018

May 2015

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1. The Agency's activities

The European Agency for the Management of Operational Cooperation at the External Borders - Frontex has been established with a view to improving the integrated management of the external borders of the Member States of the European Union.

Mission

Frontex supports, coordinates and develops European border management in line with the Treaties including the Charter of Fundamental Rights of the EU and other international obligations.

Frontex supports the Member States of the European Union and the Schengen Associated Countries to achieve an efficient, high and uniform level of border control in accordance with the relevant Acquis in particular the Schengen Border Code.

Frontex coordinates operational and EU measures to jointly respond to exceptional situations at the external borders.

Frontex develops capacities at Member States and European level as combined instruments to tackle challenges focusing on migration flows, but also contributing to fight serious crime and terrorism at the external borders.

Vision

Frontex is the trustworthy European Border Agency, strengthening the European area of Freedom, Security and Justice by supporting the Member States to keep up with their responsibilities.

Frontex is supporting the Member States to keep up their responsibilities by providing operational solidarity, especially to those facing disproportionate pressures at their external borders.

Frontex applies the concept of Integrated Border Management with a balanced focus on effective border control and fight against serious crime. The Agency uses effectively all means including enhanced interagency cooperation and cooperation with third countries to fulfil its remit.

Frontex promotes the European border guard culture with the full respect and promotion of fundamental rights as an integral element. Special focus is applied to the right for asylum and international protection and the principle of *non-refoulement*.

Frontex builds the capacities and capabilities in the Member States aiming at developing a functioning European System for Border Guards.

Professional staff and a set of operational and administrative capabilities enable Frontex to add value to the European Union.

Frontex is the preferred provider of operational support and expertise on border management to Member States, the European Commission and other EU Agencies.

Strategic Direction

The following does not include the directions following the European Council conclusions of 23 April 2015.

Frontex' strategic direction is determined by:

- Strengthening the multipurpose character of joint operations to better contribute to the priorities of the Internal Security Strategy by increasing the contributions to fight against border related crime within the priorities of the EU Policy Cycle / European Multidisciplinary Platform against Criminal Threats (EMPACT) mechanism;
- Realisation of contingency planning - preparedness for possible emergency situations by developing operational contingency modules used to further improve agility and flexible response capability.
- Utilisation of 'own equipment' and of Seconded Guest Officers (Frontex' own resources);
- Use of external funding to finance border security related initiatives (e.g. technical assistance projects in Third Countries).

Within its mandate Frontex is performing the following tasks:

- coordinating operational cooperation between Member States in the field of management of external borders;
- assisting Member States on training of national border guards, including the establishment of common training standards;
- carrying out risk analyses, including the assessment of the capacity of Member States to face threats and pressures at the external borders;
- participating in the development of research relevant for the control and surveillance of external borders;
- assisting Member States in circumstances requiring increased technical and operational assistance at the external borders, especially those Member States facing specific and disproportionate pressures, taking into account that some situations may involve humanitarian emergencies and rescue at sea;
- setting up and deploying border guards from European Border Guard Teams to Member States in joint operations, pilot projects or in rapid interventions;
- providing Member States with the necessary support in coordinating or organising joint return operations;
- deploying border guards from the European Border Guard Teams to Member States in joint operations, pilot projects or in rapid interventions in accordance with Regulation (EC) No 863/2007;
- evaluating the results of the joint operations and pilot projects and make a comprehensive comparative analysis of those results with a view to enhancing the quality, coherence and efficiency of future operations and project;
- establishing and maintaining the communication network for EUROSUR in accordance with Article 7 of the Eurosur Regulation;

- establishing and maintaining the European situational picture in accordance with Article 10 of the Eurosur Regulation;
- establishing and maintaining the common pre-frontier intelligence picture in accordance with Article 11 of the Eurosur Regulation;
- coordinating the common application of surveillance tools in accordance with Article 12 of the Eurosur Regulation.

Multi Annual Objectives

The following four multi annual objectives (with descriptions) are seen in compliance with Frontex' Mission Statement:

AWARENESS

Information management is carried out comprehensively and all layers of the European Situational Picture as well as the Common Pre-frontiers Intelligence Picture on migration and crime at EU external borders are maintained effectively.

Member States and Schengen Associated Countries are supported with comprehensive risk analysis services and products, serving as a basis for the targeted operational cooperation also meeting the needs of the European institutions.

RESPONSE

Targeted and protection sensitive joint operational responses on exceptional situations at the sea-, land- and air borders, and joint return operations are provided in a timely and sustainable manner to assist the Member States providing border security and add value by:

- strengthening the border management capacity of Member States under specific and disproportionate pressure assessed through risk analysis and EUROSUR impact level assignment;
- enhancing proactive multi-purpose and protection sensitive flexible responses to significant uncertainties at external borders as identified by risk analysis;

Adequately trained human resources and technical solutions and equipment are made available to joint operations in a timely manner and cost effective way according to the plan.

DEVELOPMENT

Best practices, competences and technical capacities are harmonised at the European level according to the prioritised needs allowing the strengthening of the Member States' border management capacity by extensively using Frontex' comprehensive and integrated portfolio of products and services.

Such 'European best practices' in border and crisis management and training, in line with the EU concept of Integrated Border Management, are maintained, promoted and delivered

to Member States and other stakeholders, especially in situations which have an impact on EU border security.

Interoperability is achieved through the implementation of standards developed in cooperation with Member States.

PERFORMANCE

Tasks empowered to Frontex are organised and implemented in compliance with applicable law, the mandate, fundamental rights and subject to an internal control system.

Relevant findings of evaluations are appropriately taken into account when developing the functioning of the organisation.

Actions are prioritised during the annual planning, and adjusted or reviewed according to pre-defined criteria whenever deemed necessary.

The management of both financial and human resources is made in compliance with the in force rules (Financial Regulation and Staff Regulations).

Monitoring and reporting is continuously done by applying the pre-set performance indicators.

2. Staff population and its evolution

The figures below take into consideration the Commission Communication of 10 July 2013¹: whereby an objective of a 5% reduction in establishment staff is applied for the five year period 2014 - 2019.

The table indicates the reduction which will be applied in the AST function group for grades to be decided, to limit in as much as possible the negative impact on Frontex activities.

In 2014, the reduction was applied by reducing one AST6 post.

¹ Communication from the Commission to the European Parliament and the Council, Programming of human and financial resources for decentralised agencies 2014-2020, COM(2013)519 final, 10.7.2013

2.1. Overview of all categories of staff

Staff population		Staff population actually filled in 31.12.2013	Staff population in EU Budget 2014	Staff population actually filled in 31.12.2014	Staff population in voted EU Budget 2015	Staff population in Draft EU Budget 2016	Staff population envisaged in 2017	Staff population envisaged in 2018
Officials	AD	-	-	-	-	-	-	-
	AST	-	-	-	-	-	-	-
TA	AD	88	98	95	98	98	98	98
	AST	54	54 ²	54	53	51	48	47
Total		142	152	149	151	149	146	145
Total reduction in posts & rate ³					-1	-2	-3	-1
Grand total after reduction ⁴		142	152	149	151	149	146	145
CA FGIV		15	18	17	18	18	18	18
CA FGIII		46	46	46	46	46	46	46
CA FGII		8	10	9	10	10	10	10
CA FGI		13	13	13	13	13	13	13
Total CA ⁵		82	87	85	87	87	87	87
SNE		76	78	77	78	78	78	78
Total ⁶		300	318	311	316	314	311	310
Grand total after reduction		300	317	311	316	314	311	310
This overview does not include the additional human resources following the European Council conclusions of 23 April 2015.								

2.2. Establishment plan evolution 2014-2018

The breakdown and overview of the Establishment Plan is included in Annex 1.

² 1 AST 6 reduced and reflected in figure for 2014

³ The methodology of the reduction is described in point 5.5

⁴ Please be aware of the discrepancy between the total of AD and total of AST and the grand total number. The reason is that the numbers above show the general reduction figures not yet specified by grade. In 2015 the overall number of TAs will be reduced by 1 and in 2016 by 1.

⁵ The number does not include 4 CA posts for the Eastern Partnership Project (2 FGIII + 2 FGIV)

⁶ The number does not include any post related to the implementation of the COPERNICUS Delegation Agreement.

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

The figures of the expenditures are included in the Annex 2.

4. Organisation and organisational chart at 31.12.2014

The detailed organisation chart of Frontex entities is attached as Annex 3.

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

Future of Frontex Activities

The allocation of staff will set priorities on posts and job profiles oriented to delivering an operational and European added value to the management of the EU external borders.

Frontex will continue to support the Member States and European Institutions in the areas of situational awareness, management of information exchange, and the provision of risk analysis reports and, analytical products.

Frontex coordinated joint operations target irregular migration flows and have an influence on crime fighting at the EU external borders, seeking for strengthening the Member States operational capacity as well as for identifying best practices in border management.

Frontex will continue to play a central role in the implementation of the EUROSUR Regulation by managing the EUROSUR network and providing the situational picture as required by the EUROSUR Regulation.

Frontex will continue to actively contribute to the development of the professional competence of the border guards of the Member States and Schengen associated countries.

Frontex will further develop and optimise the Technical Equipment Pool (TEP) and Seconded Guest Officers (SGO) mechanisms which will be used widely in the coordinated joint operations.

Frontex will have a considerable contribution to make to the implementation of the Schengen Evaluation Mechanism Regulation⁷.

Frontex will investigate the possibility of deploying a liaison officer(s) in third countries.

⁷ Council Regulation (EU) No 1053/2013 of 7 October 2013 establishing an evaluation and monitoring mechanism to verify the application of the Schengen acquis and repealing the Decision of the Executive Committee of 16 September 1998 setting up a Standing Committee on the evaluation and implementation of Schengen, OJ L 295/27, 6.11.2013 (hereinafter referred to as Schengen Evaluation Mechanism Regulation)

The outcome of the Article 33 (Evaluation) of the Frontex Regulation will have an impact throughout the whole Agency.

The following sections does not include the reinforced tasks following the European Council conclusions of 23 April 2015.

5.1. New tasks

5.1.1. Executive Support

- to provide structured input to DG HOME for the implementation as well as for mid-term review of Internal Security Fund - Borders and Visa Regulation⁸ as a core part of the Multi-Annual Financial Framework (2014-2020)
This new task stems from Regulation (EU) No 515/2014 of the European Parliament and of the Council of 16 April 2014 establishing, as part of the Internal Security Fund, the instrument for financial support for external borders and visa

5.1.2. Fundamental Rights Officer (FRO)

- to access all information concerning respect for fundamental rights in relation to all the activities of the Agency within the framework of EUROSUR.
This new task stems from Regulation (EU) No 1052/2013 of the European Parliament and of the Council of 22 October 2013 establishing the European Border Surveillance System (EUROSUR)

5.1.3. Administration Division

- to undertake new tasks as a result of the Article 33 (Evaluation) of the Frontex Regulation;
New tasks will result from the revised Frontex Regulation (resulting from the report of Article 33)
- to support, maintain, further develop and secure the EUROSUR Communication Network's applications;
This new tasks stem from Regulation (EU) No 1052/2013 of the European Parliament and of the Council of 22 October 2013 establishing the European Border Surveillance System (EUROSUR)
- to provide the associated administrative support (e.g. procurement, finances, audit, control) linked with the implementation of new tasks across the Agency.

5.1.4. Capacity Building Division

⁸ Regulation (EU) No 515/2014 of the European Parliament and of the Council of 16 April 2014 establishing, as part of the Internal Security Fund, the instrument for financial support for external borders and visa and repealing Decision No 574/2007/EC, OJ L 150/143, 20.5.2014 (hereinafter referred to as Internal Security Fund - Borders and Visa Regulation)

- to manage and coordinate the possible implementation of the Delegation agreement between the European Commission and Frontex for the implementation of the Border Surveillance component of the Copernicus Security Services;
This new task stems from Regulation (EU) No 377/2014 of the European Parliament and of the Council of 3 April 2014 establishing the Copernicus Programme
- to provide technical support to the European Commission and Member States border guard authorities under EU Security Research Horizon 2020 programme. The activities mainly relate to the definition of research topics, evaluation of proposals, implementation of the projects, involvement in Advisory Boards of certain projects, participation in projects' workshops and demonstrations and also reviewing the results;

5.1.5. Operations Division

- to contribute to EMPACT (European Multidisciplinary Platform Against Criminal Threats), Operational Action Plans and activities, and to develop operational contingency plans, as well as the assistance to crisis management processes;
This new task stems from the EU Policy Cycle 2014-2017
- to provide risk analysis reports including recommendations on the priorities to be undertaken for the following year Schengen evaluations, to the European Commission and to the Member States, by the 31 August each year;
This new task stems from Council Regulation (EU) No 1053/2013 of 7 October 2013 establishing an evaluation and monitoring mechanism to verify the application of the Schengen acquis
- to provide a separate risk analysis showing possibilities for upcoming evaluations in the form of unannounced site visits, as specified in the Schengen Evaluation Mechanism Regulation;
This new task stems from the abovementioned Council Regulation
- to provide an *ad hoc* risk analysis report on the Schengen evaluation for the European Commission;
This new task stems from the abovementioned Council Regulation
- to participate in Schengen on-site evaluation visits/meetings, as deemed relevant;
This new task stems from the abovementioned Council Regulation
- to consider as appropriate how to tighten the link between Frontex headquarters and the fields where Frontex coordinated operations are deployed;
- to deliver comprehensive services as a contribution to the three layers of the EUROSUR business concept;
This new tasks stem from Regulation (EU) No 1052/2013 of the European Parliament and of the Council of 22 October 2013 establishing the European Border Surveillance System (EUROSUR)

- to further develop the European Situational Picture (ESP) and Common Pre-Frontiers Intelligence Picture (CPIP) and maintain a constant readiness for reaction measures;
This new task stems from the abovementioned Regulation
- to extend the Analysis Layer of EUROSUR services;
This new task stems from the abovementioned Regulation
- to harmonise the life cycle of operations (planning, implementation and evaluation) within the EUROSUR framework;
This new task stems from the abovementioned Regulation

Impact on the existing workload in the Agency:

The tasks stemming from legislation other than Frontex Regulation result in significant workload in addition to the workload generated by the tasks stemming from Frontex Regulation.

For example, the tasks stemming from Schengen Evaluation Regulation imply to develop new methodology and system of data collection in order to submit risk analysis including recommendations. Such new tasks also require specific profile of human resources.

The tasks stemming from EUROSUR Regulation have also an impact of the existing workload of the Agency particularly due to the necessity of ensuring the security of the Network and of responding to the high service expectations of stakeholders.

Lastly some of the new tasks is linked with additional funding granted to the Agency. A significant impact can be felt on the existing administrative workload responsible for supporting and administering the decisions taken on operational level (e.g. support, recruitment and finance aspects).

5.2. Growth of existing tasks

5.2.1. Executive Support

- to provide input, at the strategic level, to the EU institutions, for the possible revision of the mandate following the outcome of Article 33 (Evaluation) of the Frontex Regulation
- to provide structured contributions to policy developments in the area of border management as well as migration management;
- to strengthen interagency cooperation aiming to achieve statutory objectives as well as the follow-up of the post-Stockholm Programme strategic guidelines;
- to prepare and further implement EU funded technical assistance projects with third countries e.g. Eastern Partnership Project 1 July 2014-30 June 2017;
- to conclude and expand Working Arrangements with third countries of irregular migrant origin and transit as mandated by the Management Board;
- to develop a new Internet website capability in order to provide multilingual information about Frontex and an improved system for direct access to public information and documents;

- to develop a proactive outreach oriented to Member States' authorities, members of the European Parliament and of national Parliaments, to improve the citizens awareness of Frontex missions and achievements;
- to implement a model for internal and external evaluations enabling measurement and management of performance aligned with EU best practices.

5.2.2. Fundamental Rights Officer

- to support the implementation of technical assistance projects from the fundamental rights perspective;
- to actively contribute in the design of all relevant training activities (internal staff and border guards deployed in the operational areas) to ensure that fundamental rights principles are upheld;
- to monitor Frontex operational activities from the fundamental rights perspective;
- to monitor and report about complex fundamental rights aspects resulting in particular from the implementation of the Sea Borders Regulation⁹.

5.2.3. Administration Division

- to implement the updated Procurement Directive and the deployment of e-procurement¹⁰;
- to strengthen the Frontex ICT infrastructure and increase its security features;
- to develop a disaster recovery capability and crisis management for Frontex ICT in line with the Business Continuity Plan of Frontex;
- to develop ICT applications supporting new business solutions;
- to further develop the data protection framework taking into account any possible new legislative developments;
- to support the handling of requests for public access to documents;
- to implement the Record Based Document Management System;
- to implement the SysPer2¹¹ (HR management system);
- to provide the associated administrative support (e.g. procurement, finances, audit, control) linked with the growth of existing tasks across the Agency.

5.2.4. Capacity Building Division

- to launch new procurement procedures to acquire Technical Equipment and services for Frontex own assets;

⁹ Regulation (EU) No 656/2014 of the European Parliament and of the Council of 15 May 2014 establishing rules for the surveillance of the external sea borders in the context of operational cooperation coordinated by the European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union, OJ L 189, 27.6.2014 (hereinafter referred to as Sea Borders Regulation).

¹⁰ Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement, OJ L 94, 28.3.2014, p. 65-242

¹¹ Système de gestion du Personnel, version 2

- to provide technical assistance projects in third countries, in particular in the field of training;
- to develop a new ICT platform for Training and e-learning;
- to effectively conduct pilot projects in the area of acquisition of means or services in close cooperation with research and development to counteract the growing gap between requirements and availability;
- to provide technical expertise in the field of operational assets management to the European Commission under the ISF, and to develop enhanced reporting analyses on the utilisation of the pools within Frontex Joint Operations in particular for EU funded Technical Equipment;
- to provide technical and operational expertise as a support to the European Commission and EU-Lisa in the implementation of a pilot project on Smart Borders Package;
- to further develop, implement and monitor the European Border Guards Team (EBGT) and Technical Equipment pools (TEP), and to ensure interoperability and efficiency of EBGT members prior to their deployment with an input/output approach for EBGT training;
- to manage the European Joint Degree Study Programme in cooperation with the MS/SAC. This programme will be delivered by a Consortium of Border Guard Academies and Universities in cooperation with other supporting institutions from the border guard education and training field;
- to develop new training courses with a focus on a growing demand in complementary disciplines, such as EU and international law, fundamental rights, access to international protection or Schengen evaluation mechanism.

5.2.5. Operations Division

- to move towards a more flexible response mechanism for unexpected situations in the management of the operational activities (e.g. the current increase in Frontex responsibilities in the Mediterranean area);
- to further develop and maintain the Frontex Fusion Services;
- to develop and implement an integrated information exchange capability for classified information and personal data;
- to develop the risk analysis components in capacity building projects in third countries in cooperation with EUBAM Libya and activities within the framework of the proposed Eastern Partnership IBM project;
- to design and implement a knowledge management strategy in line with the Information Exchange Strategy;
- to implement fully the project on personal data processing for risk analysis following the completion, testing and evaluation of the pilot currently on-going¹²;
- to develop a vulnerability assessment methodology for risk analysis purposes;
- to further develop and consolidate the Turkey Risk Analysis Network;

¹² In 2015.

- to improve the information exchange with the Africa Frontex Intelligence Community (AFIC) expanding the joint analytical production and the cooperation with new third countries;
- to create a dedicated professional network for Member States Intelligence Officers;
- to continue to be engaged in formal consultations for the implementation of the Multi-Annual Financial Framework (2014-2020) and to produce an interim assessment for the distribution of the funds for the remaining implementation period;
- to deploy Frontex Liaison Officer first in Turkey¹³ and possibly in other third countries which have been given priority by the Management Board.

Impact on the existing workload in the Agency:

Most of the abovementioned growth of existing tasks stems from Frontex Regulation. However the intensification or reinforcement of certain areas (e.g. training, cooperation with Third Countries), the “activation” of certain provisions (e.g. data processing and exchange, deployment of Liaison Officers) or the recommendations of European Ombudsman (e.g. multilingual website) have a direct and significant impact of the existing workload of the Agency.

For example, the Liaison Officers in Third Countries require a proper back office to support the deployment. The increasing engagement in technical assistance project and/or Commission’s grants add workload in terms of coordination and preparation of such engagements. The acquisition/lease and management of own technical equipment involves time and efforts for the establishment of a proper legal framework, the adaptation of procurement procedures, the management of contracts etc.

Lastly, each time an existing task is intensified or “activated”, this reinforcement has a direct impact on the existing administrative workload responsible for supporting and administering the decisions taken on operational level (e.g. support, recruitment and finance aspects).

5.3. Efficiency gains

5.3.1. Executive Support

- the introduction of a semi-automated system for public access to documents requests;
- the development of a data-base providing easy access to archive media assets for Frontex staff and external stakeholders;
- the publication of Frontex documentation and the provision of information in additional EU official languages will avoid, in the long term, questions processed by emails, phone calls or paper mail;

¹³ MB Decision No 04/2015 of 18 February 2015 on prioritising Turkey for the deployment of Frontex liaison officer

- the automation of Frontex workflows based on the business processes framework (e.g. Programme of Work/Single Programme Document, Annual Activity Report are being automated).

5.3.2. Fundamental Rights Officer

- the holistic approach to the mainstreaming of fundamental rights in all activities, trainings and operations.

5.3.3. Administration Division

- the introduction and implementation of standardised documentation (Single Programming Document) for planning, reporting and evaluation purposes;
- the internal redeployment of staff providing a flexible response mechanism for unexpected situations;
- the further development of the Record Based Document Management System;
- the sharing of resources and services on the basis of geographical proximity or relevance (e.g. the European Institute for Gender Equality in the field of ex-post controls);
- the development of a new technical architecture and the modification of IT applications to reduce risks of duplications;
- the implementation of SysPer2 (HR management tool) for Frontex

5.3.4. Capacity Building Division

- The promotion of cross-divisional and cross-unit cooperation to ensure that activities are complementary, aligned and fulfil the needs of Frontex, the Member States and the European Commission;
- The simplification of processes;
- The upgraded IT tools and platforms (Opera, Virtual Aula);
- The increase in agility in planning and redeployment of staff or experts;
- A reduction in the administrative burden with the establishment of a list of experts through a Call of Expression of interest (CEI) covering a wide range of expertise needed.

5.3.5. Operations Division

- the introduction of the “Automated Document Management for Operational Projects” application for drafting and approving Operational Plans and Evaluation Reports;
- the plan to increase synergies and cooperation with other Divisions and Executive Support, as a result of an internal quality review and consultancy report;

- the move to a more automated exchange of operational data as a result of the elaboration of an Information Exchange Strategy;
- the joining together of the technical support functions in both data processing and visualisation (including Geographic Information System) into one team in the risk analysis area;
- the development of business intelligence solutions and analytical reporting tools;
- the close collaboration of the Risk Analysis Unit with the Research and Development Unit to achieve full integration of EUROSUR processes in risk analysis;
- the integration of capacity building elements in the existing risk analysis networks;
- the further development of the Air Border Risk Analysis Network (AB-RAN) as the platform for the information exchange and analysis;
- the integration of the Risk Analysis Tactical meetings into the existing risk analysis networks with Member States;
- the close collaboration with the European Asylum Support Office (reporting and sharing of indicators) and the EU Agency for large-scale IT systems (EU-LISA);
- the further utilisation of the Guest Analyst concept with Member States analysts.

5.4. Negative priorities/Decrease of existing tasks

5.4.1. Executive Support

- Currently an analysis is being carried out as regards the existing tasks in Executive Support. This could result in tasks being allocated under operational units taking full advantage of the expertise available. This does not constitute a decrease of tasks but rather a harmonisation across the functional areas.

5.4.2. Administration Division

- The reduction of support for small-value transaction and small-value tender procedures to effectively execute the workload.

5.4.3. Capacity Building Division

- Projects may be planned with longer duration and extended dates of delivery. As an example, curricula may take longer to be developed by reducing the frequency of meetings, hence postponing the final completion of projects;
- The assessment of needs will be identified by internal and external stakeholders for prioritisation purposes; A structured way of assessing training needs is being developed to invest in activities with greatest positive impact on the Border Guards community;
- The short term activities or activities that have no direct interdependency with other developments could be de-prioritized; e.g participation in networking meetings and conferences;
- The scale of Rabbit exercises (REX) might be reduced or integrated in other operational activities (training, joint operations).Based on experiences gained during REX 2014. The length of the exercise could be decreased and/or some training activities (e.g. identification of falsified documents, Fundamental Rights, Anti-Trafficking of human beings) could be included.

5.4.4. Operations Division

- The regular review of existing joint operations based on updated risk analysis in order to ensure that Frontex always delivers proportionated operational responses;
- In line with risk analysis-based recommendations, Frontex available staff resources will be allocated to the operational activities that can provide the most effective impact at EU level, and as a consequence operations or activities with minor impact at EU level will be postponed or deprioritised ;
- the de-prioritisation of conferences of minor operational interest;

5.5. Redeployment of resources in view of budgetary constraints

The Agency implements the Commission Communication of 10 July 2013 and takes all necessary measures to comply with the reductions required without compromising the quality of prioritised work and additional tasks. While doing so, the Agency respects the legal rights of staff members pursuant to the Staff Regulations and the CEOS, and takes due account of the principle of transparency.

The main assumption of the approach to staff reductions continues as follows:

- Detailed analysis of the business needs are performed before a decision is taken on the renewal of a contract or the extension of a secondment;
- In order to guarantee transparency and anticipation in dealing with expiry or renewal of contracts and secondments, the senior and executive management reviews every 3 months the list of contracts and secondments that reach in the next 9 months their date of termination
- Posts becoming vacant as a result of resignation, retirement or selection for another post within the Agency are considered first;
- When a post becomes vacant, the Human Resource and Services Unit, in cooperation with the associated business area, carries out a business needs evaluation, and if necessary and feasible an internal re-deployment of existing staff is enacted.

Frontex is carrying out an analysis and prioritisation of the key activities to be undertaken, on an ongoing basis. This process will continue in the period 2016-2018 ensuring that an efficient utilisation of the available human resources is the dominant principle. The senior and executive management is committed to participate in that monitoring process. Cooperation between the units and divisions has been strengthened and enhanced to ensure that productivity in the prioritised areas does not suffer and that proposed indicators are achieved.

When assessing the option of redeploying human resources, the impact on the quantity and quality of the assistance provided by Frontex to the Member States, the European Commission and other EU entities is analysed to reduce as much as possible any negative repercussion on stakeholders.

5.6. Recruitment policy

Frontex applies general implementing provision related to the engagement of temporary and contract agents in a form presented by the European Commission (the Frontex Management Board Decision 06/2005 as of 30 June 2005, on the adoption of implementing rules to the Staff Rules and Regulations is applied by analogy to the

Commission Decision 7.4.2004 C(2004)1313¹⁴). Frontex has also adopted, as ED decisions, rules establishing the procedure governing the engagement and use of Temporary Staff and Contract Staff¹⁵. It is foreseen to replace, in the course of 2015, these decisions by the new ones currently being developed by the Standing Working Party together with the European Commission.

Guidelines related to the recruitment area will be further developed in order to minimize risks of improper running of the selection procedures and to ensure the overall quality of the recruitments and management of existing reserve lists. Transparency and open competition in the recruitment policy will guide any future changes in the rules.

Frontex is making all possible efforts to ensure consistency when proposing grades for new posts. Before the proposal is made, a detailed analysis of the existing job profiles is carried out in order to define the required level of competency and subsequent grade. It has been observed in the recent years that some posts have been published with a lower grades than foreseen in the establishment plan and thus are under occupied.

a. Officials

Frontex does not employ EU permanent officials.

b. Temporary agents

Frontex applies the following criteria when identifying posts of **long-term duration**:

- Posts covering tasks of a permanent nature resulting from the mandate and the Multi-Annual Plan of the Agency;
- Posts where continuous expertise needs to be safeguarded.

All temporary agent posts (with the exception of the Executive Director and Deputy Executive Director) are identified as posts of long-term duration. The ED decision (No 58/2009 of 19.11.2009) sets the rules for duration of contracts for Temporary staff. It is expected that this ED Decision will be replaced in 2015 by the new implementing rule on engagement of temporary agents. According to current rules, the duration of the first contract for the temporary agents on long-term employment is set at 5 years with a possibility to renew for an identical period of 5 years on the basis of a positive performance evaluation. Should a second renewal take place, the contract will be offered for an indefinite duration.

¹⁴ Commission Decision on general implementing provisions concerning the criteria applicable to classification in grade and step on appointment or engagement; No. 55-2004/04.06.2004; Brussels, 7.4.2004, C(2004) 1313

¹⁵ Decision of ED establishing the procedure governing the engagement and use of Temporary Staff, No 58, 19.11.2009 and Decision of ED establishing the procedure governing the engagement and use of Contract Staff, No 59, 19.11.2009.

The posts of the Executive Director and Deputy Executive Director after the initial appointment for a five years fixed-term contract are subject for extension once for a period of a maximum of five years and are considered as **short-term** employment.

c. Contract agents

In 2014, all contract agent posts were classified into long-term or short-term posts. The ED based his decision on a needs assessment when deciding on the duration and recruitment of contract agents.

The ED decision (No 59/2009 of 19.11.2009) sets the term of the first contract for a fixed period of at least three months and not more than five years. In practice, the duration of the first contract for a contract agent employed at Frontex is three years. The new implementing rule on engagement of contract agents will be very probably in force in 2015. Frontex will consider equalizing the length of the contracts of the contract agents to the length of the contracts of temporary agents.

The first renewal of contract in function groups II, III and IV may be for another fixed period (the basis for such a decision is the positive performance evaluation over the first contract) of at least three months and not more than five years. A second renewal, will lead to a contract of indefinite duration when the first two contracts cover a total period of at least five years.

The first contract in function group I may be renewed twice for a fixed period of at least three months and not more than five years. The third renewal shall be for an indefinite period subject to ten years of continued active service.

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

- Reinforcement of existing capacities in support and administrative functions when necessary, in particular outside the core business of Frontex;
- To work on specific, time-limited projects;
- To fill gaps during long-time absences;
- Exceptionally, to reinforce capacities in areas of work where a specific competence profile is needed for a limited period of time or where a long-term requirement has not yet been defined.

d. Seconded national experts (SNEs)¹⁶

Frontex implemented the decision laying down rules on the secondment of national experts (Management Board Decision No 22/2009) as of 25 June 2009. That decision set up the rules on recruiting, selection as well as the conditions for work of SNEs in the Agency.

¹⁶ *Nota Bene*: SNEs are not employed by the Agency but seconded by Member States on the basis of exchange of letters.

SNEs have specific knowledge and experience in the border guard environment and are used in specialised areas of the Agency activities. They play a very important role in achieving the goals of the Agency, including contributing to the increase in commitment of the Frontex core stakeholders, the MS Border Guard Services. Frontex aims at achieving a geographical balance of nationalities among the SNEs which, in practice, means targeting underrepresented EU Member States or Schengen associated countries whilst selecting SNEs.

The rotation principle applies when employing SNEs with an initial secondment of duration of two years, with the possibility of an extension for another 2 years¹⁷. The rotation principle aims at providing the Agency with an up-to-date input of knowledge and experience in the area of border management.

The selection process of Seconded National Experts is applied by analogy to that applicable for temporary and contract agents. New recruiting rules for SNEs will be shortly established.

e. Structural service providers

In 2013 Frontex signed a contract to provide interim staff on a short term basis where and when needed, and has taken on board 14 persons resulting in a total of 100 man months worked. The contract is the result of an open tender procedure. In 2015, interim services will be provided on the same basis as in previous years and in addition the new procurement will be launched in order to provide continuity of this support services.

Frontex is also outsourcing services for:

- Frontex reception,
- Frontex canteen,
- Cleaning service,
- Handymen,
- Certain ICT experts,
- travel desk.

¹⁷ Exceptionally, and based on the Agency's operational needs, a second extension of maximum 2 years is possible

5.7. Benchmarking of the key functions in the agencies *(the key functions titles as indicated in the template do not match in many cases job titles in Frontex)*

Key functions (examples)	Type of contract (official, TA or CA)	Function group, grade of recruitment (lowest applicable grade)	Indication whether the function is dedicated to administration support or policy (operational)
CORE FUNCTIONS			
Head of Department (Director of Division - 2 nd management level	TA	AD13	Administration and operational
Head of Unit - 3 rd management level	TA	AD11	Administration and operational
Head of Sector - 4 th management level out of the scope of middle	TA	AD10	Administration and operational
Senior Officer	TA	AD8	Administration and operational
Officer	TA	AD7	Administration and operational
Junior Officer	TA	AD5	Administration and operational
Senior Assistant	n/a	n/a	n/a
Junior Assistant	TA	AST3	Administration and operational
SUPPORT FUNCTIONS			
Head of Administration ¹⁸	TA	AD13	Administration
Head of Human Resources (Head of Sector)	TA	AD10	Administration
Head of Finance (Head of Unit)	TA	AD12	Administration
Head of Communication (Team Leader)	TA	AD7	Administration
Head of IT (Head of Unit)	TA	AD11	Administration
Senior Officer	TA	AST8	Administration
Officer	TA	AST6	Administration
Junior Officer	TA	AD5	Administration
Webmaster- Editor	TA	AST5	Administration

¹⁸ In Frontex this function is covered by The Director of Administration Division

Secretary	n/a	n/a	n/a
Mail Clerk	CA	FGII	Administration
SPECIAL FUNCTIONS			
Data Protection Officer	TA	AD8	Administration
Accounting Officer	TA	AD8	Administration
Secretary to the Director	TA	FGIV	Administration

While advertising new vacancies Frontex tries to provide coherence with the Annex 1 of the amended Staff Regulations.

Following the guidelines and instruction of the European Commission approved by Heads of Agencies, Frontex, in 2014, has made job screening and the result of this is in Annex 4.

5.8. Appraisal of performance and reclassification

Performance Appraisal in Frontex is conducted according to the implementing rule adopted by ED Decision 31/2009 of 27.08.2009. This decision is based on the common understanding of Article 43 of the Staff Regulations which was endorsed by the European Commission. The appraisal process was introduced for the first time as a pilot in 2009 and from 2010 onwards, has been run officially as a uniform and compulsory process for everybody working in the Agency (TAs, CAs and SNEs).

Since 2011, the form of the process has been changed from paper to electronic workflow with an on-line access to the documents. This allows also for a better monitoring of the process by HR. Based on experience gained each year as well as based on the feedback received from the users, improvements are introduced to ensure continuous development. In order to ensure increased quality and value added from the performance appraisal exercise, the main areas for focus, for the future are:

- further promotion of the culture based on timely and proper feedback and quality development dialogue (supported by relevant training opportunities);
- making the tool as user-friendly as possible.

In 2010 and 2011, the reclassification process was run based on the transition process description developed by Frontex, resulting in 16 of staff being reclassified.

In the period 2012 - 2013, the process was fully based on the implementing rule (IR) model decision of Article 45 of the Staff Regulations. This implementing rule was adopted by ED Decision 100/2010 of 17.11.2010 taking into account the multiplication rates for finding average career equivalence as laid down in the Staff Regulations Annex 1B. The reclassification process applied only to temporary agents on long term employment.

The new appraisal and reclassification procedures applicable in the European Commission as of 2012 will probably apply to Frontex as of 2015 after adopting general implementing provisions to amended Staff Regulation in this area.

Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2013		How many staff members were promoted / reclassified in 2014		Average number of years in grade of reclassified/promoted staff members in 2014
	officials	TA	officials	TA	
AD 16		0		0	
AD 15		1		0	
AD 14		1		0	
AD 13		4		0	
AD 12		10		0	
AD 11		8		1	5
AD 10		5		0	
AD 9		11		1	4
AD 8		34		2	4,5
AD 7		2		0	
AD 6		6		2	
AD 5		1		1	
Total AD		88		7	
AST 11		0		0	
AST 10		0		0	
AST 9		0		0	
AST 8		6		0	
AST 7		11		2	4
AST 6		14		3	5
AST 5		16		3	4,3
AST 4		4		0	4
AST 3		3		0	
AST 2		0		0	
AST 1		0		0	

Total AST		54		8	
Total		137		15	

The proposal of the reclassification for 2015 will be based on the rates of Annex 1B to Staff Regulation.

Reclassification of contract staff - Frontex does not perform a reclassification of contract agents and does not have yet in place respective implementing rules. It is very probable that new general implementing provision will apply for contract agents as well and consequently reclassification will be possible for this category of staff as of 2015.

5.9. Gender balance

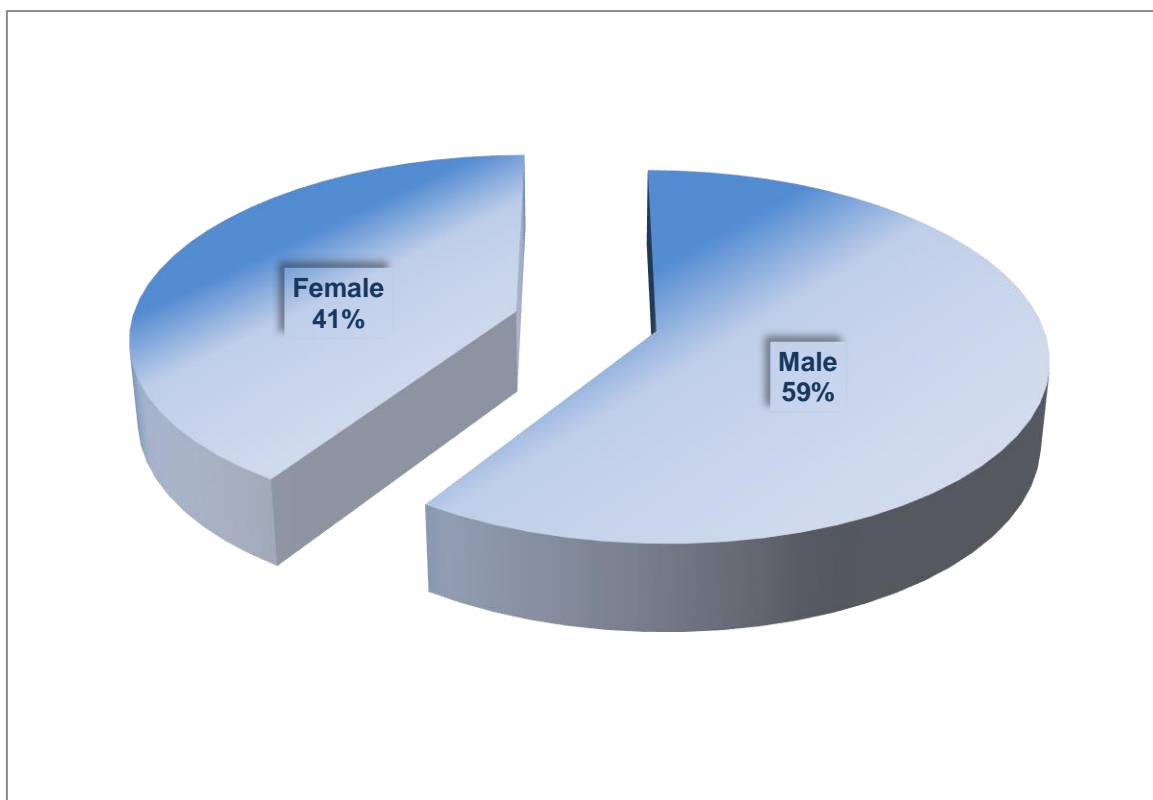
The Agency encourages female applications for Frontex posts. This approach shall continue, without compromise to merit and required competencies.

The Agency has already implemented certain measures to ensure gender balance:

- Each vacancy notice indicates that the Agency applies an equal opportunities policy;
- According to the policy applied in the Frontex recruitment procedures, the Appointing Authority is requested, at the time of recruitment of candidates for Frontex posts and where equally qualified candidates are successful in the selection process, to offer the position to the candidate from the underrepresented gender.

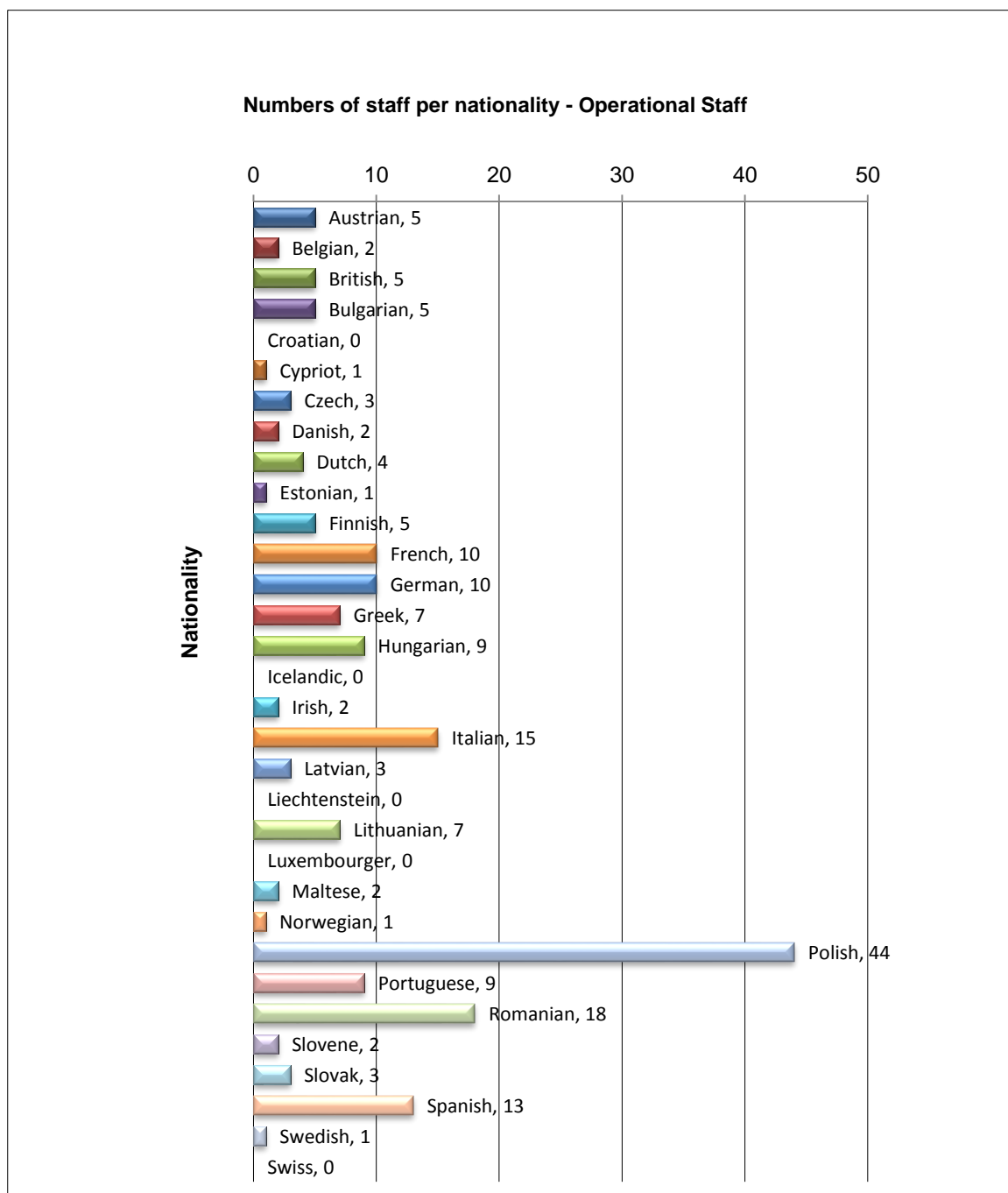
Having in total 24 managerial positions (5 Directors, ED and DED included, 10 Heads of Unit, 9 Heads of Sector) the Agency employs 5 females in managerial positions: 1 Director of Division, 3 Heads of Units and 1 Head of Sector (21% of all managerial positions)

The graphs below depict the gender balance at Frontex (state of play 31 December 2014)

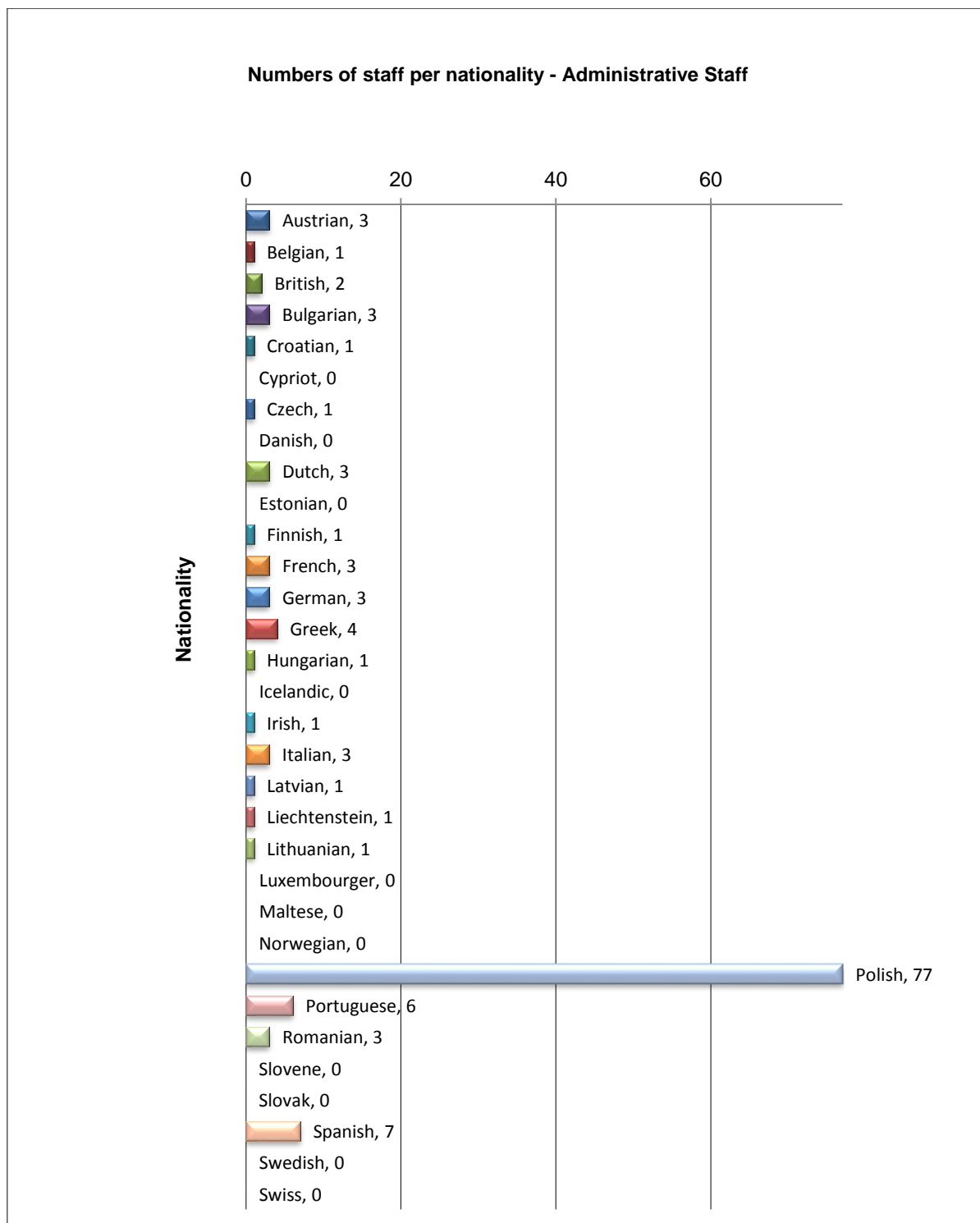


Graph 5-1 Gender balance at Frontex December 2014

5.10. Geographical balance - The graph below depicts the geographical balance in Frontex (state of play 31 December 2014)



Graph 5-2 Geographical balance at Frontex - 31 December 2014 (operational staff)



Graph 5-3 Geographical balance at Frontex - 31 December 2014 (administrative staff)

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

Frontex intends to foster, where possible, the existing opportunities for cooperation with other EU institutions and Agencies in order to facilitate staff rotation, develop in the long term staff skills and prepare Frontex employees to seize future potential job opportunities. Securing that Frontex can reasonably and regularly renew its staff with qualified and motivated candidates is the long term aim underpinning that attempt.

a) Mobility within the Agency

Vacant positions in Frontex are published on the Frontex Internet site and, by way of exception, in specialised websites or publications. The selection procedure for both internal and external candidates is carried out in the same way. However, it is visible that the number of selected internal applicants is high.

During the annual staff appraisal exercise, staff members may express the wish to be moved internally to a different Division/Unit at Frontex. The real effect of such an approach is a better allocation of the resources according to the assessment of possessed qualifications and competencies. The Agency is continuing to identify opportunities for redeployment of staff when feasible particularly to comply with budgetary constraints of EU institutions.

The new implementing rule on the engagement of temporary agents will provide detailed guidelines about the mobility within the Agency mainly by allowing the internal publication of the vacancy notices.

New policy on sensitive functions will be shortly established.

b) Mobility among agencies (Inter-Agency Job Market)

Frontex joined the Inter-Agency Job Market (IAJM) in August 2010. However this mechanism was not used at all by Frontex. By the amended Staff Regulations and in particular by creating a new category of temporary agents - 2f, the possibility of mobility between agencies has been created in the legal text.

Frontex will adopt in 2015 the new implementing rules on engagement of temporary agents which will also describe in detail the procedure of the mobility between agencies.

c) Mobility between the agencies and the institutions

Frontex, by not employing permanent officials, was so far not in a position to implement the policy on mobility between the institutions and the Agency. This question deserves however further consideration in the future.

6. Schooling

It is assumed that, in the absence of a Headquarters (HQ) Agreement, Polish authorities will continue to reimburse the education costs of Frontex expatriated staff only. The amended Frontex Regulation legally obliges Poland to conclude a HQ Agreement. Negotiations for this purpose are on-going with no results as yet.

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

In response to the revised Staff Regulations¹⁹, the European Commission has started reviewing some of the existing implementing rules and general implementing provisions (GIPs) and has proposed or adopted modified texts of these rules in 2013 - 2014.

Following the new provisions of Article 110(2) of the Staff Regulations, the GIPs of the European Commission are normally applicable by analogy to EU agencies unless they are not relevant (an Agency opts out) or if an Agency will propose its own specific GIPs. In that case a detailed justification has to be provided to the European Commission and its agreement must be obtained prior to the adoption of the rules.

Frontex is part of the “cluster of Justice and Home affairs (JHA) agencies” which intends to analyse Commission proposals for revised rules and to incorporate specificities related to JHA agencies in the framework of a joint “standing working party”²⁰ established by the European Commission and the EU agencies.

As the process of revision and adoption of new GIPs is still ongoing in the European Commission and in EU agencies, Frontex has so far applied 22 of the revised GIPs but still continues to apply some of the older rules. A detailed overview is provided below.

a) Earlier GIPs adopted by analogy in Frontex - GIPs of the EC already in force before 1 January 2014 and still applicable in Frontex:

The following rules have been adopted by the European Commission and in Frontex before the 1 January 2014. They are still applicable to Frontex by analogy (adopted by the decision of Frontex Management Board No 6 of January 2005):

- Commission Decision on general implementing provisions for Article 4 of Annex VIII to the Staff Regulations concerning the taking into account, for purposes of calculating pension rights, of activity previously completed by staff before they resume active employment; C(2004) 1364 of 15.04.2004;

¹⁹ Revision entered into force on 1 January 2014 (Regulation No 1023/2013 of the European Parliament and of the Council of 22.10.2013, published in Official Journal L 287, 29.10.2013, p.15)

²⁰ This working party assists DG HR in identifying which of the implementing rules adopted by the EC should apply by analogy to the agencies, in drafting decisions amending the rules applicable at the EC with a view to their application in the agencies, in drafting decisions authorising the agencies not to apply certain EC rules, in producing draft standard rules for application in the agencies and in any other related area in which DG HR seeks the agencies' assistance.

- Commission Decision on general implementing provisions for Article 26 of the Annex XIII to the Staff Regulations on the transferring pension rights- transitional provisions; C(2004) 1588 of 28.04.2004;
- Commission Decision on general implementing provisions for Article 22 (4) of Annex XIII to the Staff Regulations (transfer on pension rights); C(2004) 1588 of 28.04.2004;
- Commission Decision on general implementing provisions on granting the household allowance by special decision; C(2004) 1364 of 15.04.2004;
- Commission Decision on general implementing provisions concerning persons to be treated as dependent children (Article 2(4) of Annex VII to the Staff Regulations); C(2004) 1364 of 15.04.2004;
- Commission Decision on general implementing provisions for giving effect to Articles 67 and 68 of the Staff Regulations and Articles 1, 2 and 3 of Annex VII thereto (payment of family allowances); C(2004) 1364 of 15.04.2004;
- Commission Decision on transitional measures required by the revision of the Staff Regulations of Officials and the Conditions of the Employment of Other Servants of the European Communities; C(2004) 1613 of 28.04.2004;
- Commission Decision implementing Article 1d (4) of the Staff Regulations (recruitment and accommodation of disabled persons); C(2004) 1318 of 07.04.2004;
- Commission Decision introducing implementing provisions on absences as a result of sickness or accident; C(2004) 1597 of 28.04.2004;
- Commission Decision measures concerning leave on personal grounds for officials and unpaid leave for temporary and contract staff of the European Communities; C(2004) 1597 of 28.04.2004.

b) New GIPs applied by analogy in Frontex after 1 January 2014:

GIPs adopted by Frontex MB Decision No 12 on 21 May 2014:

- Commission Decision laying down general implementing provisions concerning the criteria applicable to classification in step on appointment or engagement - C(2013) 8970 of 16.12.2013;
- Commission Decision on general implementing provisions on granting the education allowance (Article 3 of Annex VII to the Staff Regulations) - C(2013) 8971 of 16.12.2013;
- Commission Decision on types of post and post titles - C(2013) 8979 of 16.12.2013;
- Commission Decision laying down general implementing provisions to Article 7(4) of Annex VII to the Staff Regulations on determining the place of origin - C(2013) 8982 of 16.12.2013;
- Commission Decision laying down general provisions giving effect to Article 8 of Annex VII to the Staff Regulations on payment of travel expenses - C(2013) 8987 of 16.12.2013;
- Commission Decision on maternity leave and maternity pay for women whose maternity leave - C(2013) 9020 of 16.12.2013;
- Commission Decision on outside activities and assignments - C(2013) 9037 of 16.12.2013;

- Commission Decision general implementing provisions on removal expenses (Article 9 of Annex VII to the Staff Regulations) - C(2013) 9040 of 16.12.2013;
- Commission Decision concerning the implementation of teleworking in Commission departments from 2010 to 2015 (C(2009) 10224 of 18 December 2009) as amended by the Commission Decision C(2013) 9045 of 16.12.2013;
- Commission Decision on Article 55a of the Staff Regulations and Annex IVa thereto concerning part-time work - C(2013) 9046 of 16.12.2013;
- Commission Decision on leave - C(2013) 9051 of 16.12.2013;
- Commission Decision laying down general implementing provisions adopting the Guide to Missions for officials and other servants of the European Commission - C(2008) 6215 of 18.11.2008;
- Commission Decision on Article 42b of the Staff Regulations concerning family leave - C(2010) 7494 of 5.11.2010;
- Commission Decision on the general provisions for implementing Article 42a of the Staff Regulations concerning parental leave - C(2010) 7572 of 5.11.2010;
- Commission Decision on the general implementing provisions for Articles 11 and 12 of Annex VIII to the Staff Regulations on the transfer of pension rights - (C(2011) 1278 of 3.3.2011).

GIPs having entered into force by analogy in Frontex on 1 October 2014:

- Commission Decision on home leave for officials, temporary agents and contract agents posted in third countries (second paragraph of Article 7 Annex V to the Staff Regulations) - C(2013) 9035 of 16.12.2013;
- Commission Decision on management of rest leaves pursuant to Article 8 of Annex X to the Staff Regulations - C(2013) 9027 of 16.12.2013;
- Commission Decision on the living conditions allowance and the additional allowance referred to in Article 10 of Annex X to the Staff Regulations - C(2013) 9032 of 16.12.2013;
- Commission Decision repealing Commission Decision of 23.11.2006 laying down the rules for implementing the attestation procedure (C(2006) 5788) - C(2013) 9022 of 16.12.2013;
- Commission Decision on reimbursement due to officials assigned to non-member countries - C(2013) 8990 of 16.12.2013;
- Commission Decision on rules for the implementation of housing policy in EU delegations - C(2013) 8965 of 16.12.2013;
- Commission Decision repealing Commission Decision of 28.04.2004 adopting General implementing provisions on the early retirement of officials and temporary agents without reduction of pension rights (C(2004) 1588 final/5) - C(2013) 9039 of 16.12.2013.

c) Earlier GIPs subject to technical change adopted in Frontex before 1 January 2014 according to the European Commission model decisions:

- General implementing provision concerning the appraisal for the Executive Director and Deputy Executive Director of Frontex Agency - MB Decision 6/2009 of 5.3.2009;

- General implementing provision establishing staff appraisal procedure - ED Decision 31/2009 of 27.8.2009;
- General implementing provision setting up Staff committee - ED Decision 30/2009 of 27.8.2009;
- General implementing provision on engagement of the temporary agents - ED Decision 58/2009 of 19.11.2009;
- General implementing provision on engagement of the contract agents - ED Decision 59/2009 of 19.11.2009;
- General implementing provision concerning duties of drivers - ED Decision 11/2010 of 1.3.2010;
- General implementing provision on establishing the career of temporary agents and their assignment to employment of a higher grade that which they are employed - ED Decision 100/2010 of 17.11.2010;
- Frontex disciplinary procedure - MB Decision 23/2012 of 27.9.2012;
- General implementing provision on the responsibilities and the recruitment of the staff to middle management functions - MB Decision 13/2013 of 22.5.2013

d) Earlier GIPs subject to technical change, in the process of adoption according to earlier Commission model decisions (state of play):

- Protection of the dignity of the person and preventing psychological harassment and sexual harassment - working agreement reached with the European Commission and European Data Protection Supervisor, undergoing preparations for proper final legal and practical application in Frontex (adoption expected in second quarter 2015).

e) New GIPs for which the Agency asked for derogation waiting for model decision by the standing working party (ex-ante decisions) - not applicable in Frontex:

- Commission Decision on policies for the engagement and use of temporary agents - C(2013) 9049; letter of ED No 15727 of 15/9/2014;
- Commission Decision laying down general provisions for implementing Article 43 of the Staff Regulations and implementing the first paragraph of Article 44 of the Staff Regulations (appraisal of staff) - C(2013) 8985 of 16.12.2013; letter of ED No 15727 of 15/9/2014;
- Commission Decision laying down general provisions for implementing Article 45 of the Staff Regulations (promotion of staff)- C(2013) 8968 of 16.12.2013; letter of ED No 15727 of 15/9/2014;
- Commission Decision on measures concerning leave on personal grounds for officials and unpaid leave for temporary and contract staff of the European Union - C(2013) 9054; letter of ED No 15727 of 15/9/2014;
- Commission Decision amending Commission Decision of 2 March 2011 on the general provisions for implementing Article 79(2) of the Conditions of Employment of Other Servants of the European Union, governing the conditions of employment of contract staff employed by the Commission under the terms of Articles 3a and 3b of the said Conditions - C(2013) 8967 of 16.12.2013; letter of ED No 15727 of 15/9/2014;

- Commission Decision concerning appraisal of contract staff - C(2014) 2226 of 7.4.2014²¹;
- Commission Decision concerning reclassification of contract staff - C(2014) 2222 of 7.4.2014²².

f) New GIPs for which the Agency asked for an opt-out (rules not applicable in Frontex)

- Commission Decision amending Commission Decision of 28 April 2004 on the maximum duration for the recourse to non-permanent staff in the Commission services - C(2013) 9028 of 16.12.2013; letter of ED No 15727 of 15.9.2014;
- Commission Decision concerning working time - C(2014) 2502 of 15.4.2014; letter of ED No 20222 of 28.11.2014.

²¹ Request for derogation sent in 2015

²² Request for derogation sent in 2015

GLOSSARY OF TERMS

CA	Contract Agent (type of contract)
CEOS	Conditions of employment of other Servants
CIREFI	Centre for Information, Discussion and Exchange on the Crossing of Frontiers and Immigration
CISE	Common Information Sharing Environment
CONOPS	Concept of Operations
COSI	Standing Committee on Operational Cooperation on Internal Security
CPIP	Common Pre-Frontiers Intelligence Picture
DED	Deputy Executive Director of Frontex
EC	European Commission
ED	Executive Director of Frontex
EASO	European Asylum Support Office
EEAS	European External Action Service
EBGT	European Border Guard Team
EMSA	European Maritime Safety Agency
EPN	European Patrol Network
ESP	European Situational Picture
ETO	EUROSUR Technical Office
EUROSUR	European external border surveillance system
EuSitCen	The Joint Situation Centre
FCOI	Frontex Compatible Operational Image
FG	Function group
FIN	Finance and Procurement Unit
FISO	Frontex Intelligence Support Officers
FJST	Frontex Joint Support Team
FMM	Frontex Media Monitor
FOO	Frontex Operational Office
FOSS	Frontex One-Stop-Shop web portal
FPS	Frontex Positioning System
FRA	European Union Agency for Fundamental Rights
FSC	Frontex Situation Centre
FSO	Frontex Support Office
FTE	Full Time Equivalent
GIS	Geographic Information System
GO	Guest Officer
GMES	Global Monitoring for Environment and Security
HQ	Headquarters

HRS	Human Resources and Services Unit
ICC	International Coordination Centre
ICONet	Information and Coordination Network
ICT	Information and Communication Technology Unit
IJM	Inter-Agency Job Market
IR	Implementing rule
ISS	European Union Institute for Security Studies
JORA	Joint Operations Reporting Application
JOU	Joint Operation Unit
KPI	Key Performance Indicator
LAU	Legal Affairs Unit
MEUR	Millions of Euros
MB	Management Board of Frontex
MS	Member States of the European Union
NANE	Northern Africa and Near East
OJEU, OJ	Official Journal of the European Union
OMNTE	Overall Minimum Number of Technical Equipment
PDP	Personal Data Processing
perm	Permanent
PR	Information and Transparency team
PRU	Pooled Resources Unit
RABIT	Rapid Border Intervention Team
RAU	Risk Analysis Unit
RELEX IO	International Organizations team
RELEX TC	Third Countries team
SAC	Schengen Associated Countries
SGO	Seconded Guest Officer
SNE	Seconded National Expert
SOPs	Standard Operating Procedures
TA	Temporary Agent (type of contract)
TEP	Technical Equipment Pool
temp	Temporary
THB	Trafficking of Human Beings

Category and grade	Establishment plan in EU Budget 2014		Modifications in 2014 in application of flexibility rule ^[1]		Establishment plan in voted EU Budget 2015		Modifications envisaged in establishment plan 2015 in application of flexibility rule ^[2]		Establishment plan in Draft EU Budget 2016		Establishment plan 2017		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		1
AD 13		4				4				4		4		4
AD 12		11				11				11		11		11
AD 11		8				8				8		8		8
AD 10		6				6				6		6		6
AD 9		8				8				8		8		8
AD 8		43				43				43		43		43
AD 7		8				8				8		8		8
AD 6		6				6				6		6		6
AD 5		2				2				2		2		2
Total AD		98				98				98		98		98
AST 11														
AST 10														
AST 9														
AST 8		5				5				5		5		5
AST 7		11				11				11		11		11
AST 6 ^[3]		13				13				13		13		13
AST 5		17				17				17		17		17
AST 4		4				4				4		4		4
AST 3		4				4				4		4		4
AST 2														
AST 1														
Total AST		54				54				54		54		54
Total		152				152				152		152		152
Reduction rate						-1				-1		-2		-3
GRAND TOTAL		152				151				150		148		145

Please be aware of the discrepancy between the total of AD and total of AST and the overall total number. The reason is that the numbers above show the general reduction figures not yet specified by grade

[1] 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.

[2] Ibid.

[3] 1 post of the grade AST6 has been reduced

Annex 2

	Executed budget 2014[1] per source of revenue			Executed budget 2014[2] broken down by titles			
	EU Budget (1)	Other sources[3] (2)	Total	Title 1[4] (4)	Title 2 (5)	Title 3 (6)	Total (7=4+5+6)
Salaries & allowances (1)	18,799,076.05	0.00	18,799,076.05	18,799,076.05	0.00	0.00	18,799,076.05
of which establishment plan posts (officials, TA)	12,244,355.85	0.00	12,244,355.85	12,244,355.85	0.00	0.00	12,244,355.85
of which external personnel (CA, SNE and External staff for occasional replacement)	6,554,720.20	0.00	6,554,720.20	6,554,720.20	0.00	0.00	6,554,720.20
of which structural service providers	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other support/administrative expenditure (2)	13,892,265.26	0.00	13,892,265.26	1,276,733.09	12,615,532.17	0.00	13,892,265.26
Expenditure related to staff recruitment	122,523.58	0.00	122,523.58	122,523.58	0.00	0.00	122,523.58
Socio-medical infrastructure	5,556.90	0.00	5,556.90	5,556.90	0.00	0.00	5,556.90
Training costs	357,488.51	0.00	357,488.51	357,488.51	0.00	0.00	357,488.51
Mission costs	275,000.00	0.00	275,000.00	250,000.00	25,000.00	0.00	275,000.00
Information and publishing	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Studies / Surveys / Consultations	0.00	0.00	0.00	0.00	0.00	0.00	0.00
IT costs	3,650,405.26	0.00	3,650,405.26	0.00	3,650,405.26	0.00	3,650,405.26
Experts costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Postage / telecommunications	453,289.46	0.00	453,289.46	0.00	453,289.46	0.00	453,289.46
Translation and interpretation costs	247,088.12	0.00	247,088.12	0.00	247,088.12	0.00	247,088.12
Meetings / Conferences / Receptions / Events	524,175.76	0.00	524,175.76	0.00	524,175.76	0.00	524,175.76
Auditing and evaluation	239,569.23	0.00	239,569.23	0.00	239,569.23	0.00	239,569.23
Running costs	802,273.41	0.00	802,273.41	0.00	802,273.41	0.00	802,273.41
Rental of buildings and associated costs	5,900,015.61	0.00	5,900,015.61	0.00	5,900,015.61	0.00	5,900,015.61
Research and Development / Innovation	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Movable property and associated costs	738,715.32	0.00	738,715.32	0.00	738,715.32	0.00	738,715.32
Other-Supplementary services	541,164.10	0.00	541,164.10	541,164.10	0.00	0.00	541,164.10
Other (please specify) Consultative forum	35,000.00	0.00	35,000.00	0.00	35,000.00	0.00	35,000.00
% share of salaries, allowances expenditure (1)/(2)	135%	0%	135%	1472%	0%	0%	135%
Other operational costs (3)	59,453,740.11	0.00	59,453,740.11	0.00	0.00	59,453,740.11	59,453,740.11

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

[2] Ibid.

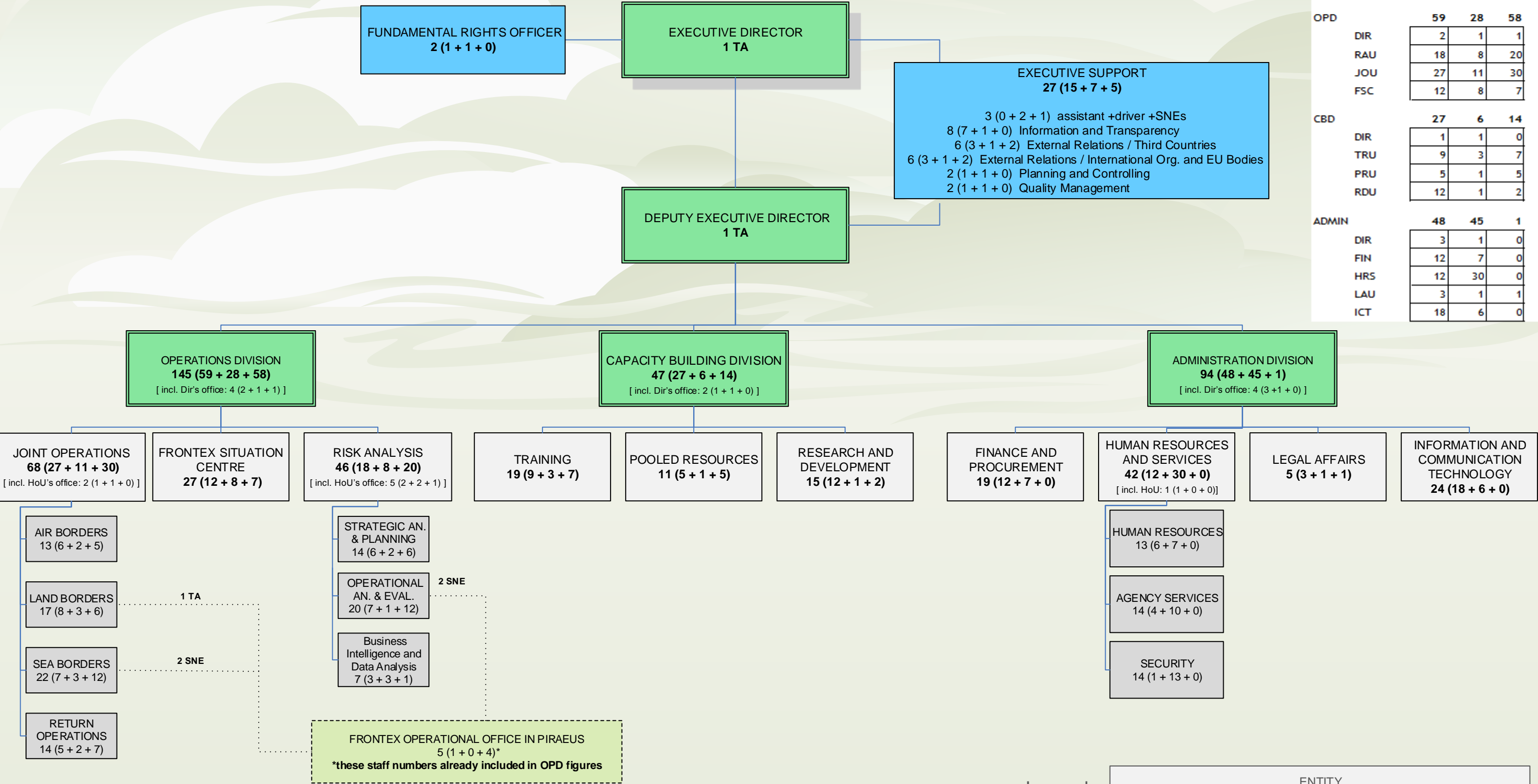
[3] Including i.e. fees, charges, industry associations and Member State contributions; if applicable please also specify below the table the sources of contribution

[4] 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

ANNEX 3
to Frontex Multiannual Staff Policy Plan 2016-2018



Organisational chart with staff allocation
December 2014



	TA	CA	SNE	Total
Frontex total	152	87	78	317
	3	1	0	
ED, DED	2	0	0	2
FRO	1	1	0	2
ES	15	7	5	27
ED/DED office	0	2	1	3
PR	7	1	0	8
RELEX IO	3	1	2	6
RELEX TC	3	1	2	6
CTRL	1	1	0	2
QM	1	1	0	2
OPD	59	28	58	145
DIR	2	1	1	4
RAU	18	8	20	46
JOU	27	11	30	68
FSC	12	8	7	27
CBD	27	6	14	47
DIR	1	1	0	2
TRU	9	3	7	19
PRU	5	1	5	11
RDU	12	1	2	15
ADMIN	48	45	1	94
DIR	3	1	0	4
FIN	12	7	0	19
HRS	12	30	0	42
LAU	3	1	1	5
ICT	18	6	0	24

Legend:

ENTITY
total number of Staff (number of TA + number of CA + number of SNE)

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		Division	Unit	Sector/Team	Post Title	Entry grade	Type/Role	Sub type / role	Screening Category	Screening Category code
1	1	Executive Support			Executive Director	AD14	Operational		Top level Operational Coordination	T/OP COORD
1	2	Executive Support			Deputy Executive Director	AD13	Operational		Top level Operational Coordination	T/OP COORD
1	3	Executive Support	RELEX	International Organizations	Senior External Relations Officer	AD10	Operational		General operational activities	GEN OPER
1	4	Executive Support	RELEX	International Organizations	Anti-Trafficking Coordinator	AD8	Operational		General operational activities	GEN OPER
1	5	Executive Support	RELEX	Third Countries	Senior External Relations Officer	AD10	Operational		General operational activities	GEN OPER
1	6	Executive Support	RELEX	Third Countries	Relax Officer/Third countries	AD8	Operational		General operational activities	GEN OPER
1	7	Executive Support	RELEX	Third Countries	External Relations Officer/Third countries	AD8	Operational		General operational activities	GEN OPER
1	8	Executive Support	RELEX	International Organizations	Liaison Officer	AD8	Operational		General operational activities	GEN OPER
1	9	Executive Support	Information and Transparency		Public Relations Officer / Spokesperson	AD7	Administrative support and coordination	Administrative Support	Communication / Information	COMM
1	10	Executive Support	Information and Transparency		Public Relations Officer	AD8	Administrative support and coordination	Administrative Support	Communication / Information	COMM
1	11	Executive Support	Information and Transparency		Internal Information and Transparency Officer	AD6	Administrative support and coordination	Administrative Support	Communication / Information	COMM
1	12	Executive Support	Information and Transparency		Editor	AST6	Neutral		Linguistic	LING
1	13	Executive Support	Information and Transparency		Information and Transparency Team Leader/Spokesperson	AD5	Administrative support and coordination	Administrative Support		COMM
1	14	Executive Support	Information and Transparency		Information and Transparency Officer	AST5	Administrative support and coordination	Administrative Support		COMM
1	15	Executive Support	Information and Transparency		Web editor/Graphic designer	AST5	Administrative support and coordination	Administrative Support	Communication / Information	COMM
1	16	Executive Support	Planning and Controlling		Controller	AD9	Administrative support and coordination	Administrative Support	Internal audit and control	IA
1	17	Executive Support	Quality Management & Internal Audit		Quality Manager	AD8	Administrative support and coordination	Administrative Support	Internal audit and control	IA
1	18	Executive Support	Fundamental Rights Officer		Fundamental Rights Officer	AD10	Operational		Programme management and implementation	PGM M/IMPL
1	19	Operations			Director of Operations Division	AD13	Operational		General operational activities	GEN OPER
1	20	Operations			Product and Change Manager	AD10	Operational		Programme management and implementation	PGM M/IMPL
1	21	Operations	Joint Operations		Head of Unit	AD12	Operational		General operational activities	GEN OPER
1	22	Operations	Joint Operations	Air Border Sector	Head of Sector	AD11	Operational		General operational activities	GEN OPER
1	23	Operations	Joint Operations	Air Border Sector	Operational Officer	AD8	Operational		General operational activities	GEN OPER
1	24	Operations	Joint Operations	Air Border Sector	Frontex Coordinating Officer	AD7	Operational		General operational activities	GEN OPER

152		Division	Unit	Sector/Team	Post Title	Entry grade	Type/Role	Sub type / role	Screening Category	Screening Category code
1	25	Operations	Joint Operations	Air Border Sector	Operational Support Officer	AD6	Operational		Programme management and implementation	PGM M/IMPL
1	26	Operations	Joint Operations	Air Border Sector	Project Support Officer	AST5	Operational		Programme management and implementation	PGM M/IMPL
1	27	Operations	Joint Operations	Air Border Sector	Project Support Officer	AST5	Operational		Programme management and implementation	PGM M/IMPL
1	28	Operations	Joint Operations	Land Border Sector	Head of Sector	AD11	Operational		General operational activities	GEN OPER
1	29	Operations	Joint Operations	Land Border Sector	Head of Frontex Liaison Office in Piraeus	AD8	Operational		General operational activities	GEN OPER
1	30	Operations	Joint Operations	Land Border Sector	Operational Officer	AD6	Operational		General operational activities	GEN OPER
1	31	Operations	Joint Operations	Land Border Sector	Frontex Coordinating Officer	AD7	Operational		General operational activities	GEN OPER
1	32	Operations	Joint Operations	Land Border Sector	Frontex Coordinating Officer	AD7	Operational		General operational activities	GEN OPER
1	33	Operations	Joint Operations	Land Border Sector	Project Support Officer	AST5	Operational		Programme management and implementation	PGM M/IMPL
1	34	Operations	Joint Operations	Land Border Sector	Project Support Officer	AST5	Operational		Programme management and implementation	PGM M/IMPL
1	35	Operations	Joint Operations	Land Border Sector	Project Support Officer	AST5	Operational		Programme management and implementation	PGM M/IMPL
1	36	Operations	Joint Operations	Sea Border Sector	Head of Sector	AD11	Operational		General operational activities	GEN OPER
1	37	Operations	Joint Operations	Sea Border Sector	Operational Officer	AD8	Operational		General operational activities	GEN OPER
1	38	Operations	Joint Operations	Sea Border Sector	Operational Officer	AD8	Operational		General operational activities	GEN OPER
1	39	Operations	Joint Operations	Sea Border Sector	Operational Officer	AD8	Operational		General operational activities	GEN OPER
1	40	Operations	Joint Operations	Sea Border Sector	Frontex Coordinating Officer	AD7	Operational		General operational activities	GEN OPER
1	41	Operations	Joint Operations	Sea Border Sector	Project Support Officer	AST5	Operational		Programme management and implementation	PGM M/IMPL
1	42	Operations	Joint Operations	Sea Border Sector	Project Support Officer	AST5	Operational		Programme management and implementation	PGM M/IMPL
1	43	Operations	Joint Operations	Return Operations Sector	Head of Sector	AD11	Operational		General operational activities	GEN OPER
1	44	Operations	Joint Operations	Return Operations Sector	Operational Officer	AD8	Operational		General operational activities	GEN OPER
1	45	Operations	Joint Operations	Return Operations Sector	Operational Officer	AD8	Operational		General operational activities	GEN OPER
1	46	Operations	Joint Operations	Return Operations Sector	Operational Officer	AD6	Operational		General operational activities	GEN OPER
1	47	Operations	Joint Operations	Return Operations Sector	Project Support Officer	AST5	Operational		Programme management and implementation	PGM M/IMPL
1	48	Operations	Risk Analysis		Head of Unit	AD12	Operational		General operational activities	GEN OPER

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		Division	Unit	Sector/Team	Post Title	Entry grade	Type/Role	Sub type / role	Screening Category	Screening Category code
1	49	Operations	Risk Analysis		Analytical Coordinator	AST5	Operational		Programme management and implementation	PGM M/IMPL
1	50	Operations	Risk Analysis	Strategic and Planning Analysis	Head of Sector	AD11	Operational		General operational activities	GEN OPER
1	51	Operations	Risk Analysis	Strategic and Planning Analysis	Analyst	AD8	Operational		General operational activities	GEN OPER
1	52	Operations	Risk Analysis	Strategic and Planning Analysis	Senior Analyst	AD8	Operational		General operational activities	GEN OPER
1	53	Operations	Risk Analysis	Strategic and Planning Analysis	Strategic Supporting Analyst	AST7	Operational		Programme management and implementation	PGM M/IMPL
1	54	Operations	Risk Analysis	Strategic and Planning Analysis	Strategic Supporting Analyst	AST7	Operational		Programme management and implementation	PGM M/IMPL
1	55	Operations	Risk Analysis	Strategic and Planning Analysis	Strategic Supporting Analyst	AST7	Operational		Programme management and implementation	PGM M/IMPL
1	56	Operations	Risk Analysis	Business Intelligence, Data Analysis and GIS	Senior Analyst	AD8	Operational		General operational activities	GEN OPER
1	57	Operations	Risk Analysis	Business Intelligence, Data Analysis and GIS	Supporting Analyst (Statistics)	AST7	Operational		Programme management and implementation	PGM M/IMPL
1	58	Operations	Risk Analysis	Business Intelligence, Data Analysis and GIS	Junior Analyst	AD5	Operational		General operational activities	GEN OPER
1	59	Operations	Risk Analysis	Operational analysis and evaluation	Head of Sector	AD11	Operational		General operational activities	GEN OPER
1	60	Operations	Risk Analysis	Operational analysis and evaluation	Analyst	AD8	Operational		General operational activities	GEN OPER
1	61	Operations	Risk Analysis	Operational analysis and evaluation	Senior Analyst	AD8	Operational		General operational activities	GEN OPER
1	62	Operations	Risk Analysis	Operational analysis and evaluation	Senior Operational Analyst - Processing of Personal Data	AD8	Operational		General operational activities	GEN OPER
1	63	Operations	Risk Analysis	Operational analysis and evaluation	Analyst	AST8	Operational		General operational activities	GEN OPER
1	64	Operations	Risk Analysis	Operational analysis and evaluation	Operational Supporting Analyst	AST7	Operational		Programme management and implementation	PGM M/IMPL
1	65	Operations	Risk Analysis	Operational analysis and evaluation	Operational Supporting Analyst	AST7	Operational		Programme management and implementation	PGM M/IMPL
1	66	Operations	Frontex Situation Centre		Head of Unit	AD12	Operational		General operational activities	GEN OPER
1	67	Operations	Frontex Situation Centre		Information Management Officer - Coordinator of Service Development Team	AD8	Operational		General operational activities	GEN OPER
1	68	Operations	Frontex Situation Centre		Information Management Officer - Coordinator of Operations Team	AD8	Operational		General operational activities	GEN OPER
1	69	Operations	Frontex Situation Centre		Information Management Officer - Fusion Services Manager	AD8	Operational		General operational activities	GEN OPER
1	70	Operations	Frontex Situation Centre		Information Management Officer	AD8	Operational		General operational activities	GEN OPER
1	71	Operations	Frontex Situation Centre		Information Management Officer – GIS Service Manager	AD7	Operational		General operational activities	GEN OPER
1	72	Operations	Frontex Situation Centre		Information Management and Operational Shift Officer	AD7	Operational		General operational activities	GEN OPER

152		Division	Unit	Sector/Team	Post Title	Entry grade	Type/Role	Sub type / role	Screening Category	Screening Category code
1	73	Operations	Frontex Situation Centre		Information Management Support Officer	AST6	Operational		Programme management and implementation	PGM M/IMPL
1	74	Operations	Frontex Situation Centre		Information Management Support Officer	AST6	Operational		Programme management and implementation	PGM M/IMPL
1	75	Operations	Frontex Situation Centre		Information Management Support Officer	AST6	Operational		Programme management and implementation	PGM M/IMPL
1	76	Operations	Frontex Situation Centre		Information Management Support Officer (Project & Product Management Support)	AST6	Operational		Programme management and implementation	PGM M/IMPL
1	77	Operations	Frontex Situation Centre		Information Management Support Officer (Project & Product Management Support)	AST6	Operational		Programme management and implementation	PGM M/IMPL
1	78	Capacity Building			Director of Capacity Building Division	AD13	Operational		General operational activities	GEN OPER
1	79	Capacity Building	Pooled Resources		Head of Unit	AD12	Operational		General operational activities	GEN OPER
1	80	Capacity Building	Pooled Resources		Planning&Logistic Officer	AD8	Operational		General operational activities	GEN OPER
1	81	Capacity Building	Pooled Resources		Programme Manager	AD8	Operational		Programme management and implementation	PGM M/IMPL
1	82	Capacity Building	Pooled Resources		Logistics Officer	AST8	Operational		Programme management and implementation	PGM M/IMPL
1	83	Capacity Building	Pooled Resources		Project Support Officer	AST5	Operational		Programme management and implementation	PGM M/IMPL
1	84	Capacity Building	Training		Head of Unit	AD12	Operational		General operational activities	GEN OPER
1	85	Capacity Building	Training		Senior Training Project Officer	AD10	Operational		General operational activities	GEN OPER
1	86	Capacity Building	Training		Senior Training Project Officer	AD9	Operational		General operational activities	GEN OPER
1	87	Capacity Building	Training		Training Project Officer	AD8	Operational		General operational activities	GEN OPER
1	88	Capacity Building	Training		Training Project Officer	AD8	Operational		General operational activities	GEN OPER
1	89	Capacity Building	Training		Training Project Officer	AD8	Operational		General operational activities	GEN OPER
1	90	Capacity Building	Training		Training Project Officer	AD8	Operational		General operational activities	GEN OPER
1	91	Capacity Building	Training		Project Support Officer	AST5	Operational		Programme management and implementation	PGM M/IMPL
1	92	Capacity Building	Training		Project Support Officer	AST5	Operational		Programme management and implementation	PGM M/IMPL
1	93	Capacity Building	Research and Development		Head of Unit	AD12	Operational		General operational activities	GEN OPER
1	94	Capacity Building	Research and Development		Administrator in Research and Development	AD7	Operational		Programme management and implementation	PGM M/IMPL
1	95	Capacity Building	Research and Development		Principal Research Officer	AD11	Operational		Evaluation and impact assessment	EVAL

152		Division	Unit	Sector/Team	Post Title	Entry grade	Type/Role	Sub type / role	Screening Category	Screening Category code
1	96	Capacity Building	Research and Development		Research Officer	AD8	Operational		Evaluation and impact assessment	EVAL
1	97	Capacity Building	Research and Development		Research Officer	AD8	Operational		Evaluation and impact assessment	EVAL
1	98	Capacity Building	Research and Development		Research Officer	AD8	Operational		Evaluation and impact assessment	EVAL
1	99	Capacity Building	Research and Development		Research Officer	AD8	Operational		Evaluation and impact assessment	EVAL
1	100	Capacity Building	Research and Development		Research Officer	AD8	Operational		Evaluation and impact assessment	EVAL
1	101	Capacity Building	Research and Development		Junior Research Officer	AD6	Operational		Evaluation and impact assessment	EVAL
1	102	Capacity Building	Research and Development		Junior Research Officer	AD6	Operational		Evaluation and impact assessment	EVAL
1	103	Capacity Building	Research and Development		Junior Research Officer	AD6	Operational		Evaluation and impact assessment	EVAL
1	104	Capacity Building	Research and Development		Project Support Officer	AST5	Operational		Programme management and implementation	PGM M/IMPL
1	105	Administration			Director of Administration Division	AD13	Administrative support and coordination	Administrative Support	Resources Director / Head of Administration	RES DIR / HoA
1	106	Administration			Management Coordinator in Administration Division	AD8	Administrative support and coordination	Coordination	General coordination	GEN COORD
1	107	Administration			Management Board Secretariat Coordinator	AST5	Administrative support and coordination	Coordination	General coordination	GEN COORD
1	108	Administration	Legal Affairs		Head of Legal Affairs Unit	AD12	Administrative support and coordination	Coordination	Legal	LEGAL
1	109	Administration	Legal Affairs		Senior Legal Officer	AD8	Administrative support and coordination	Coordination	Legal	LEGAL
1	110	Administration	Legal Affairs		Junior Legal Officer	AD5	Administrative support and coordination	Coordination	Legal	LEGAL
1	111	Administration	Finance and Procurement		Head of Finance and Procurement	AD12	Neutral		Finance, non operational procurement and quality management	FIN/CONT
1	112	Administration	Finance and Procurement		Financial Management Coordinator	AD8	Neutral		Finance, non operational procurement and quality management	FIN/CONT
1	113	Administration	Finance and Procurement		Accounting Officer	AD8	Neutral		Finance, non operational procurement and quality management	FIN/CONT
1	114	Administration	Finance and Procurement		Finance Officer	AST7	Neutral		Finance, non operational procurement and quality management	FIN/CONT
1	115	Administration	Finance and Procurement		Finance Officer	AST6	Neutral		Finance, non operational procurement and quality management	FIN/CONT
1	116	Administration	Finance and Procurement		Financial Assistant	AST4	Neutral		Finance, non operational procurement and quality management	FIN/CONT
1	117	Administration	Finance and Procurement		Accounting Assistant	AST3	Neutral		Finance, non operational procurement and quality management	FIN/CONT
1	118	Administration	Finance and Procurement		Procurement Coordinator / Data Protection Officer	AD8	Neutral		Finance, non operational procurement and quality management	FIN/CONT

152		Division	Unit	Sector/Team	Post Title	Entry grade	Type/Role	Sub type / role	Screening Category	Screening Category code
1	119	Administration	Finance and Procurement		Procurement Support Officer	AST7	Neutral		Finance, non operational procurement and quality management	FIN/CONT
1	120	Administration	Finance and Procurement		Procurement Support Officer	AST6	Neutral		Finance, non operational procurement and quality management	FIN/CONT
1	121	Administration	Finance and Procurement		Senior Procurement Assistant	AST5	Neutral		Finance, non operational procurement and quality management	FIN/CONT
1	122	Administration	Finance and Procurement		Procurement Assistant	AST3	Neutral		Finance, non operational procurement and quality management	FIN/CONT
1	123	Administration	Human Resources and Services		Head of Unit	AD12	Administrative support and coordination	Administrative Support	Human Resources Management	HR
1	124	Administration	Human Resources and Services	Human Resources	Head of Sector	AD10	Administrative support and coordination	Administrative Support	Human Resources Management	HR
1	125	Administration	Human Resources and Services	Human Resources	Senior HR Officer	AD8	Administrative support and coordination	Administrative Support	Human Resources Management	HR
1	126	Administration	Human Resources and Services	Human Resources	HR Officer	AST8	Administrative support and coordination	Administrative Support	Human Resources Management	HR
1	127	Administration	Human Resources and Services	Human Resources	Staff Development Coordinator	AD8	Administrative support and coordination	Administrative Support	Human Resources Management	HR
1	128	Administration	Human Resources and Services	Human Resources	Training Coordinator	AST3	Administrative support and coordination	Administrative Support	Human Resources Management	HR
1	129	Administration	Human Resources and Services	Human Resources	HR Recruitment Assistant	AST3	Administrative support and coordination	Administrative Support	Human Resources Management	HR
1	130	Administration	Human Resources and Services	Agency Services	Agency Master - Head of Sector	AST8	Administrative support and coordination	Administrative Support	Logistics	LOG
1	131	Administration	Human Resources and Services	Agency Services	Project Support Officer	AST5	Administrative support and coordination	Administrative Support	Logistics	LOG
1	132	Administration	Human Resources and Services	Agency Services	Inventory Management Officer	AST4	Administrative support and coordination	Administrative Support	Logistics	LOG
1	133	Administration	Human Resources and Services	Agency Services	Facility Management Coordinator	AST4	Administrative support and coordination	Administrative Support	Logistics	LOG
1	134	Administration	Human Resources and Services	Security	Security Officer	AST7	Administrative support and coordination	Administrative Support	Logistics	LOG
1	135	Administration	Information and Communication Technology		Head of Unit	AD11	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
1	136	Administration	Information and Communication Technology	IT OPS AND SEC	IT Project Manager	AD8	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
1	137	Administration	Information and Communication Technology	IT OPS AND SEC	Senior Applications and Database Expert in Microsoft	AD8	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
1	138	Administration	Information and Communication Technology	IT OPS AND SEC	Team Leader Network	AD8	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
1	139	Administration	Information and Communication Technology	IT OPS AND SEC	Team Leader Servers and Storage	AD8	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
1	140	Administration	Information and Communication Technology	IT OPS AND SEC	Senior Software Developer	AD8	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
1	141	Administration	Information and Communication Technology	IT OPS AND SEC	Senior IP Network Expert	AST7	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT

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		Division	Unit	Sector/Team	Post Title	Entry grade	Type/Role	Sub type / role	Screening Category	Screening Category code
	142	Administration	Information and Communication Technology	IT OPS AND SEC	ICT Solutions Developer	AST7	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
	143	Administration	Information and Communication Technology	IT OPS AND SEC	IT Security Specialist	AST7	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
	144	Administration	Information and Communication Technology	IT OPS AND SEC	IT Specialist/ Systems Engineer	AST6	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
	145	Administration	Information and Communication Technology	IT OPS AND SEC	ICT Helpdesk Team Leader	AST5	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
	146	Administration	Information and Communication Technology	IT OPS AND SEC	IT Specialist	AST5	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
	147	Administration	Information and Communication Technology	IT OPS AND SEC	Systems Administrator	AST4	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
	148	Administration	Information and Communication Technology	IT OPS AND SEC	ICT Solutions Coordinator	AST4	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
	149	Administration	Information and Communication Technology	IT OPS AND SEC	Head of ICT Projects and Contract Sector	AD10	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
	150	Administration	Information and Communication Technology	IT OPS AND SEC	IT Change Manager	AD8	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
	151	Administration	Information and Communication Technology	IT OPS AND SEC	Contract Manager in ICT Sector	AD8	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT
	152	Administration	Information and Communication Technology	IT OPS AND SEC	Applications Developer	AD7	Administrative support and coordination	Administrative Support	Information and Communication technology	ICT