

Performance development

02.12.2020

Holistic approach to goal setting for 2021

2020 has been an unprecedented year that has brought challenges for everyone in both our personal and professional lives. I would like to express my deepest appreciation for your unwavering commitment to the Office and for your contribution to our results this year.

Looking ahead to 2021, the process of digital transformation - embedded in SP2023 and massively accelerated by the pandemic - looks set to continue. In other words, we will further digitalise our work processes to make us more effective, while relying on the personal development, flexibility and collaboration of all colleagues to safeguard quality, timeliness and performance levels.

Against this background, I would like to invite you all to reflect on your professional goals for 2021. While we remain fully committed to delivering strong business results, our success in 2021 and beyond will depend heavily on how we do so. Hence, we intend to move to a more holistic approach to goal setting. That means encouraging behaviours and ways of working that are specifically relevant to our transition towards a new normal. Business goals will be included in your professional goals as per usual, but the new approach will now also prioritise:

- **Collaboration:** Foster a "One Office" culture which is collaborative and inclusive
- **Individual development:** Develop skills to contribute effectively in a smart working environment
- **Leadership** (for managers): Act as a catalyst for positive change and build an engaged, collaborative and knowledgeable organisation

Achievements in all of these areas, and especially in collaboration, will be taken into consideration in the next rewards exercise.

To give you more time for meaningful discussions with your line manager, we've extended the deadline for 2021 goal setting by a month to 31 January 2021. In the remaining interval, I would also urge you to carefully consider any orientation on goal setting given by the Vice-President of your directorate.

Wishing all colleagues an aspirational and fulfilling 2021!

02.12.20 | Author: António Campinos - President

2021 Performance Management

This second work stream shall identify "how" do we drive and measure performance in collaborative ecosystems? The work stream "**Performance Management**" will look at this part. The initiatives under this work stream will deliver:

- Design alternative holistic performance indicators
- Drive a culture of feedback, development and collaboration

In particular, Performance Management will focus on

- Support development and implementation of a holistic performance management system in DG1 Operations which
 - is better aligned with our organisational goals in terms of Timelines, Quality and Value creation for the Users
 - is supporting the move towards a more collaborative organisation
 - creates more financial responsibility
- Reconsider points system & (personal) time budget management against this background

What has happened so far?

- Supported change towards a more holistic way of managing our staff with workshop and form of a new community of practice (MP- CoP) on Performance Management
- Development of a new Corporate Effectiveness dashboard aiming at presenting a more holistic way on our effectiveness comprising KPIs related to Operations, Users, Finance, and People
- Development of a new planning approach for the year 2022 with more focus on holistic objectives related to the collective value we create for our users (timeliness, quality, service delivered) and a simplified way of managing time budgets

Last update: 23.07.2021 | Send us your [feedback](#)

General Consultation Committee

Document for the General Consultative Committee

Document number	GCC/DOC 2/2023
Meeting Date	28/02/2023
Title	Revision of Circular 364 - Implementation of the New Career System – Rewards related amendments
Classification	For consultation
Date submitted	13/02/2023



Circular No. 364

Implementation of the New Career System - Minimum qualifications for recruitment, grading on recruitment, promotion & other rewards

Guidelines for applying Articles 11, 12(2), 48, 48a and 49 of the Service Regulations for permanent and other employees of the European Patent Office (ServRegs)

Part I – Minimum qualification for external recruitment

A. Minimum qualifications for job groups 1 to 4

- (1) Diploma of completed university studies at master's level or – in exceptional cases – equivalent professional experience.
- (2) Excellent knowledge of one official language and ability to understand the other two.
- (3) Alternatively, where justified in the interests of the service, excellent knowledge of one official language. In such cases, the employee recruited will demonstrate achievement of the required level in the second and third languages under the conditions laid down in Circular No. 405.

B. Minimum qualifications for job group 5

- (1) Diploma of completed studies at bachelor's level or equivalent or – in exceptional cases – equivalent professional experience.
- (2) Working knowledge of two official languages.
- (3) Alternatively, where justified in the interests of the service, working knowledge of one official language. In such cases, the employee recruited will demonstrate achievement of the required level in the second language under the conditions laid down in Circular No. 405.

C. Minimum qualifications for job group 6

- (1) Completed secondary education or – in exceptional cases – equivalent professional experience.
- (2) Working knowledge of two official languages.
- (3) Alternatively, where justified by the interests of the service, working knowledge of one official language. In such cases, the employee recruited will demonstrate achievement of the required level in the second language under the conditions laid down in Circular No. 405.

Part II - Grade and step on recruitment (Article 11 ServRegs)

- (1) On recruitment an employee shall be assigned the grade corresponding to the specific post to which they have been appointed, having regard to the vacancy notice.
- (2) Assignment shall be to:
 - (a) the lowest grade in each job group, except where the need to fill a vacant post within a higher grade so requires according to the vacancy notice;
 - (b) the lowest step within the assigned grade.
- (3) Where the vacancy notice expressly provides for the possibility of recruitment in a grade higher than the lowest in the job group, the grading on recruitment shall be assigned depending on previous professional experience as described below.
 - (a) Posts in job group 4 (administrator/examiner, etc.)

Grade on recruitment is determined by previous professional experience, in accordance with the table below:

Grade	Minimum previous professional experience
G7	None
G8	6 years
G9	12 years
G10	18 years

- (b) Posts in job group 5 (head of section/expert)

Grade	Minimum previous professional experience
G7	None
G8	6 years
G9	11 years

(c) Posts in job group 6 (administrative employee)

Grade	Minimum previous professional experience
G2	None
G3	6 years
G4	11 years
G5	16 years

- (4) Professional experience prior to recruitment to an EPO post is considered for grade assignment and career development purposes, subject to the conditions below:
- (a) It must correspond to that of an employee holding an EPO post in the same job group as regards the type of work and level of responsibility.
 - (b) It must occur after acquisition of the level of education required under the minimum qualifications for the post in question.
 - (c) It must be the result of a formal working relationship documented through a contract of employment and salary slips. Freelance activities must be documented through tax declarations.
 - (d) Part-time work will be considered pro rata, provided that the time worked is at least 20 hours a week.
 - (e) The total professional experience considered may not exceed 100% for a given period.
- (5) If a doctoral degree (PhD) was earned within the framework of or concurrently with a formal working relationship, then the period of time leading to that degree is considered for grade assignment and career development purposes:
- (a) for any part of that period in which the requirements of paragraph 4 are met; and
 - (b) in any event, for an amount of no less than three years.
- (6) If a doctoral degree was earned outside and not concurrently with a formal working relationship, only a flat rate of three years' professional experience is considered for grade assignment and career development purposes for the period of time leading to that degree.
- (7) The President may, in exceptional cases, decide that a candidate's qualifications justify a higher grading or step. The decision must be duly substantiated. Such exceptions may be justified in cases in which a candidate's qualifications are considered particularly relevant and useful to the Office.

Part III - Functional allowance (Article 12(2) ServRegs)

A. Definitions and conditions

- (1) An employee requested to perform duties in their grade inter alia involving specific constraints

or demands or additional tasks and responsibilities may be awarded a functional allowance.

- (2) The functional allowance is linked to the nature of the duties, be they of a permanent or temporary nature. Employees carrying out duties as listed in Annex I may be eligible for a functional allowance.
- (3) A functional allowance may be awarded to an employee inter alia under the following conditions:
 - (a) when, in addition to their usual duties, an employee performs other duties corresponding to their grade, such as those listed in Annex I.
 - (b) these additional duties are not otherwise rewarded.
 - (c) the funds are available in the corresponding budget.
- (4) The functional allowance may be granted when the additional duties or constraints commence and continue to be paid while the extra duties are required.
- (5) An employee may be awarded only one functional allowance.
- (6) The maximum amount of the functional allowance is defined in Article 12(2) ServRegs. The exact amount of the functional allowance awarded to an employee is defined by their line manager, considering inter alia the nature of the tasks, their complexity and strategic priorities.

B. Procedure

- (1) The line manager of an employee discharging duties included in Annex I justifying the award of a functional allowance may request such an award from their superior(s) in advance or at the latest as soon as the duties commence.
- (2) The request for continuation of the functional allowance must be renewed yearly. Deadlines for renewal of such requests will be set, in order to be considered for the budget cycle of the subsequent year.
- (3) A harmonised approach across the Office to the award of this allowance will be ensured, with regard to the:
 - (a) fulfilment of the minimum eligibility criteria; and
 - (b) budgetary envelope availability in the DG.
- (4) Each year (N), following a decision on the funds available for this element for the next year (N+1), a list of employees eligible for the functional allowance shall be submitted in the prescribed form to the President.
- (5) New requests for functional allowances that could not have been planned in the previous year or that arise out of urgency or unforeseen needs may exceptionally be filed during the budget year within the budgetary limits. They must be submitted in the prescribed form for approval to Human Resources, which will ensure harmonised application across the Office and will report regularly to the President on the use of the functional allowance in the different DGs.
- (6) The decision to award a functional allowance rests with the President.

Part IV - Decisions on step advancement, bonuses and promotions (rewards)

A. General

- (1) Depending on budgetary availability Office-wide, a budgetary envelope shall be awarded each year to all DGs for:
 - (a) step advancements (Article 48 ServRegs)
 - (b) bonuses (Article 48a ServRegs)
 - (c) promotions (Article 49(2) ServRegs).
- (2) It is the responsibility of the managers at each level to assess and propose the award of the elements mentioned in paragraph 1(a)-(c) above, and to ensure a harmonised approach, taking into consideration:
 - (a) performance as explained below;
 - (b) budgetary envelope availability in the DG;
 - (c) equal opportunities among all categories of staff (such as but not limited to gender, job group, type of appointment, etc.);
 - (d) that periods of maternity and adoption leave are neutralised by considering that performance prior to and after the leave is continuous;
 - (e) that attention is paid to employees who have not received any step advancement or promotion in several successive reward exercises.
- (3) There is no automatic link between appraisal reports and the reward exercise. While performance is a precondition for the award of the elements mentioned in paragraph 1(a)-(c) above, it may not be sufficient to warrant a reward in view of:
 - (a) the setting by the President of the maximum proportion of employees to be rewarded in a specific reward exercise;
 - (b) the comparative nature of the reward exercise; and

- (c) Office priorities in the allocation of budget envelopes.
- (4) Decisions regarding the award of the elements mentioned in paragraph 1(a)-(c) above shall be taken by the President, having regard to:
 - (a) the proposals of the managers at each level
 - (b) performance as explained below; and
 - (c) budgetary envelope availability in the DG.
- (4) 1. In advance of the President's decision, each vice-president shall group and rank all proposals regarding the award of the elements mentioned in paragraph 1(a)-(c) above. They shall submit a final proposal subject to budgetary envelope availability in their DG.
- (4) 2. Such decisions concerning the areas reporting directly to the President shall be taken, in the same way as explained above, by the President or by any person delegated the authority to take such decisions.

B. Step advancement (Article 48 ServRegs)

- (1) Depending on budget availability in the DG, an advancement of one or two steps in grade is used to reward performance and demonstration of the expected competencies resulting in a sustained contribution towards the Office priorities and achievements.

Demonstration of such contribution may be for instance:

 - (a) achievement of the expected goals and competencies corresponding to grade, seniority and job profile;
 - (b) good balance between expected leadership (where applicable) and functional and core competencies;
 - (c) strength in the core competencies critical for the employee's role;
 - (d) engagement on the priorities of the Office;
 - (e) being a role model within and outside the employee's team.
- (2) Allocation of step may occur only within the same grade. When the employee has reached the highest step in their grade, career progression may occur only through promotion.
- (3) Step advancement shall take effect as of 1 July of that year.
- (4) Decisions in this respect shall be taken annually as described in Part IV.A above.

C. Bonuses (Article 48a ServRegs)

- (1) Depending on budget availability in the DG, a bonus in the form of a lump-sum payment is used to reward high performance and/or additional duties not otherwise rewarded and resulting in specific achievements, such as:
 - (a) contribution to strategic projects or well-defined work packages with a clear budgetary scope and timeline defined in advance;
 - (b) collaborative achievements;
 - (c) extraordinary workload due to specific organisational circumstances;
 - (d) efforts towards a specific development critical to the employee's role;
 - (e) meeting stretched goals.

It is also used to acknowledge performance and demonstration of the expected competencies when step advancement is not available.

- (2) Decisions in this respect shall be taken as described in Part IV.A above within the budgetary year.
- (3) The amount of the bonus shall be defined within the limits of the budgetary envelope. It shall be granted within the budgetary year in one or more payments.. Applicable amounts, including ceilings for the maximum amount that may be received per individual employee, are defined in the President's general guidelines on rewards.

D. Promotions (Article 49(2) ServRegs)

a. Definitions and scope

- (1) These Guidelines concern normal promotion procedures within the meaning of Article 49(2) ServRegs: access to the next immediate higher grade within the same post not taking place following a selection procedure or reclassification.
- (2) Employees of the Office shall be promoted by decision of the President.
- (3) Subject to the budgetary limits, promotions of eligible employees in each DG shall be based on the criteria described below.
- (4) Depending on budgetary availability, a budgetary envelope per DG shall be used each year for the purpose of these promotions.

b. Eligibility criteria for promotion

- (1) The eligibility of an employee for promotion shall be assessed over time, taking into account inter alia the following conditions:

- (a) the employee has reached the last step in their grade in the calendar year prior to the promotion exercise;
 - (b) proven performance and expected goals corresponding to the grade continuously achieved over a long period of time;
 - (c) application and demonstration of the expected competencies corresponding to their job profile over a period of several years and progression in the proficiency levels of the required competencies;
 - (d) broadening or deepening of the employee's tasks, experience and responsibilities.
- (2) The promotion exercise shall consider inter alia appraisal reports covering at least the period up to a given calendar year (N-1) prior to the year of the promotion exercise (N).
 - (3) The eligibility criteria shall have been met by 31 December of the calendar year (N-1) prior to the year of the decision for promotion (N).

E. Process

The President shall take appropriate measures to ensure a smooth reward process and may specify the timeline, priorities and other rewards modalities in general guidelines on rewards.

The procedure and responsibilities are described inter alia in Part IV.A above. More specifically:

- (1) Subject to the budgetary limits and eligibility criteria, managers at each level shall propose the distribution of rewards for those employees under their managerial responsibility.
- (2) Each DG, taking into account the budgetary envelope allocated to it and the proposals of the managers at each level, shall submit to the President a list of employees proposed for rewards, as the result of a calibration exercise at different managerial levels including the VPs and President.
- (3) A Harmonisation Committee shall assist the President before conclusion of the rewards cycle by assessing and monitoring trends to ensure a balanced distribution among all categories of staff (such as but not limited to gender, job group, etc.). The Harmonisation Committee shall be responsible for ensuring a consistent approach across all DGs and observance of the applicable criteria Office-wide.
- (4) The Harmonisation Committee shall be chaired by the President and composed of members of each DG appointed by the President. The President may invite observers, who do not have an active role in the Committee but can follow the Committee's discussions. The information and documents provided as confidential must be treated as such by the members and observers of the Harmonisation Committee.
- (5) Rewards will take effect as of 1 July of the calendar year in which the decision is taken, provided that the conditions continue to be met on the date of the decision.
- (6) The list of promoted employees shall be published.
- (7) Upon approval of the President, a report will be published after closure of the reward exercise to

provide general information about trends and global statistics.

Part V - Entry into force

This Circular shall enter into force on 3 March 2023. It replaces the former Circular No. 364 in force until 2 March 2023.

Munich, XX XXXXX 2023

The President of the European Patent Office

António Campinos

ANNEX I

Non-exhaustive list of duties involving specific constraints or demands or tasks and responsibilities that may justify the award of a functional allowance:

1. Advisers to areas of high responsibility (e.g. President, vice-presidents, principal directors).
2. Management assistants to areas of high responsibility (e.g. President, vice-presidents, principal directors).
3. Management duties that are not reflected in the new grading system and that involve reporting responsibilities.
4. Others: additional tasks or duties such as functions with very high responsibility (*inter alia* political contacts with external stakeholders such as NPOs), risk management in the RFPSS, etc.

Proposed amendments to Circular 364	
Existing text	Proposed amendments
<p>Circular No. 364</p> <p>Implementation of the New Career System - Minimum qualifications for recruitment, grading on recruitment, promotion & other rewards</p> <p>Guidelines for applying Articles 11, 12(2), 48, 48a and 49 of the Service Regulations for permanent and other employees of the European Patent Office (ServRegs)</p>	<p>Circular No. 364</p> <p>Implementation of the New Career System - Minimum qualifications for recruitment, grading on recruitment, promotion & other rewards</p> <p>Guidelines for applying Articles 11, 12(2), 48, 48a and 49 of the Service Regulations for permanent and other employees of the European Patent Office (ServRegs)</p>
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- (a) It must correspond to that of an employee holding an EPO post in the same job group as regards the type of work and level of responsibility.
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<p>(5) If a doctoral degree (PhD) was earned within the framework of or concurrently with a formal working relationship, then the period of time leading to that degree is considered for grade assignment and career development purposes:</p> <p>(a) for any part of that period in which the requirements of paragraph 4 are met; and</p> <p>(b) in any event, for an amount of no less than three years.</p> <p>(6) If a doctoral degree was earned outside and not concurrently with a formal working relationship, only a flat rate of three years' professional experience is considered for grade assignment and career development purposes for the period of time leading to that degree.</p> <p>(7) The President may, in exceptional cases, decide that a candidate's qualifications justify a higher grading or step. The decision must be duly substantiated. Such exceptions may be justified in cases in which a candidate's qualifications are considered particularly relevant and useful to the Office.</p>	<p>(5) If a doctoral degree (PhD) was earned within the framework of or concurrently with a formal working relationship, then the period of time leading to that degree is considered for grade assignment and career development purposes:</p> <p>(a) for any part of that period in which the requirements of paragraph 4 are met; and</p> <p>(b) in any event, for an amount of no less than three years.</p> <p>(6) If a doctoral degree was earned outside and not concurrently with a formal working relationship, only a flat rate of three years' professional experience is considered for grade assignment and career development purposes for the period of time leading to that degree.</p> <p>(7) The President may, in exceptional cases, decide that a candidate's qualifications justify a higher grading or step. The decision must be duly substantiated. Such exceptions may be justified in cases in which a candidate's qualifications are considered particularly relevant and useful to the Office.</p>
<p>Part III - Functional allowance (Article 12(2) ServRegs)</p> <p>A. Definitions and conditions</p> <p>(1) An employee requested to perform duties in their grade inter alia involving specific constraints or demands or additional tasks and responsibilities may be awarded a functional allowance.</p> <p>(2) The functional allowance is linked to the nature of the duties, be they of a permanent or temporary nature. Employees carrying</p>	<p>Part III - Functional allowance (Article 12(2) ServRegs)</p> <p>A. Definitions and conditions</p> <p>(1) An employee requested to perform duties in their grade inter alia involving specific constraints or demands or additional tasks and responsibilities may be awarded a functional allowance.</p> <p>(2) The functional allowance is linked to the nature of the duties, be they of a permanent or temporary nature. Employees carrying</p>

<p>out duties as listed in Annex I may be eligible for a functional allowance.</p> <p>(3) A functional allowance may be awarded to an employee inter alia under the following conditions:</p> <p>(a) when, in addition to their usual duties, an employee performs other duties corresponding to their grade, such as those listed in Annex I.</p> <p>(b) these additional duties are not otherwise rewarded.</p> <p>(c) the funds are available in the corresponding budget.</p> <p>(4) The functional allowance may be granted when the additional duties or constraints commence and continue to be paid while the extra duties are required.</p> <p>(5) An employee may be awarded only one functional allowance.</p> <p>(6) The maximum amount of the functional allowance is defined in Article 12(2) ServRegs. The exact amount of the functional allowance awarded to an employee is defined by their line manager, considering inter alia the nature of the tasks, their complexity and strategic priorities.</p>	<p>out duties as listed in Annex I may be eligible for a functional allowance.</p> <p>(3) A functional allowance may be awarded to an employee inter alia under the following conditions:</p> <p>(a) when, in addition to their usual duties, an employee performs other duties corresponding to their grade, such as those listed in Annex I.</p> <p>(b) these additional duties are not otherwise rewarded.</p> <p>(c) the funds are available in the corresponding budget.</p> <p>(4) The functional allowance may be granted when the additional duties or constraints commence and continue to be paid while the extra duties are required.</p> <p>(5) An employee may be awarded only one functional allowance.</p> <p>(6) The maximum amount of the functional allowance is defined in Article 12(2) ServRegs. The exact amount of the functional allowance awarded to an employee is defined by their line manager, considering inter alia the nature of the tasks, their complexity and strategic priorities.</p>
<p>B. Procedure</p> <p>(1) The line manager of an employee discharging duties included in Annex I justifying the award of a functional allowance may request such an award from their superior(s) in advance or at the latest as soon as the duties commence.</p>	<p>B. Procedure</p> <p>(1) The line manager of an employee discharging duties included in Annex I justifying the award of a functional allowance may request such an award from their superior(s) in advance or at the latest as soon as the duties commence.</p>

<p>(2) The request for continuation of the functional allowance must be renewed yearly. Deadlines for renewal of such requests will be set, in order to be considered for the budget cycle of the subsequent year.</p> <p>(3) A harmonised approach across the Office to the award of this allowance will be ensured, with regard to the:</p> <p>(a) fulfilment of the minimum eligibility criteria; and</p> <p>(b) budgetary envelope availability in the DG.</p> <p>(4) Each year (N), following a decision on the funds available for this element for the next year (N+1), a list of employees eligible for the functional allowance shall be submitted in the prescribed form to the President.</p> <p>(5) New requests for functional allowances that could not have been planned in the previous year or that arise out of urgency or unforeseen needs may exceptionally be filed during the budget year within the budgetary limits. They must be submitted in the prescribed form for approval to Human Resources, which will ensure harmonised application across the Office and will report regularly to the President on the use of the functional allowance in the different DGs.</p> <p>(6) The decision to award a functional allowance rests with the President.</p>	<p>(2) The request for continuation of the functional allowance must be renewed yearly. Deadlines for renewal of such requests will be set, in order to be considered for the budget cycle of the subsequent year.</p> <p>(3) A harmonised approach across the Office to the award of this allowance will be ensured, with regard to the:</p> <p>(a) fulfilment of the minimum eligibility criteria; and</p> <p>(b) budgetary envelope availability in the DG.</p> <p>(4) Each year (N), following a decision on the funds available for this element for the next year (N+1), a list of employees eligible for the functional allowance shall be submitted in the prescribed form to the President.</p> <p>(5) New requests for functional allowances that could not have been planned in the previous year or that arise out of urgency or unforeseen needs may exceptionally be filed during the budget year within the budgetary limits. They must be submitted in the prescribed form for approval to Human Resources, which will ensure harmonised application across the Office and will report regularly to the President on the use of the functional allowance in the different DGs.</p> <p>(6) The decision to award a functional allowance rests with the President.</p>
<p>Part IV - Decisions on step advancement, bonuses and promotions (rewards)</p> <p>A. General</p>	<p>Part IV - Decisions on step advancement, bonuses and promotions (rewards)</p> <p>A. General</p>

<p>(1) Depending on budgetary availability Office-wide, a budgetary envelope shall be awarded each year to all DGs for:</p> <ul style="list-style-type: none"> (a) step advancements (Article 48 ServRegs) (b) bonuses (Article 48a ServRegs) (c) promotions (Article 49(2) ServRegs). <p>(2) It is the responsibility of the managers at each level to assess and propose the award of the elements mentioned in paragraph 1(a)-(c) above, and to ensure a harmonised approach, taking into consideration:</p> <ul style="list-style-type: none"> (a) performance as explained below; (b) budgetary envelope availability in the DG; (c) equal opportunities among all categories of staff (such as but not limited to gender, job group, type of appointment, etc.); (d) that periods of maternity and adoption leave are neutralised by considering that performance prior to and after the leave is continuous; (e) that attention is paid to employees who have not received any step advancement or promotion in several successive reward exercises. <p>(3) There is no automatic link between appraisal reports and the reward exercise. While performance is a precondition for the award of the elements mentioned in paragraph 1(a)-(c) above, it may not be sufficient to warrant a reward in view of:</p>	<p>(1) Depending on budgetary availability Office-wide, a budgetary envelope shall be awarded each year to all DGs for:</p> <ul style="list-style-type: none"> (a) step advancements (Article 48 ServRegs) (b) bonuses (Article 48a ServRegs) (c) promotions (Article 49(2) ServRegs). <p>(2) It is the responsibility of the managers at each level to assess and propose the award of the elements mentioned in paragraph 1(a)-(c) above, and to ensure a harmonised approach, taking into consideration:</p> <ul style="list-style-type: none"> (a) performance as explained below; (b) budgetary envelope availability in the DG; (c) equal opportunities among all categories of staff (such as but not limited to gender, job group, type of appointment, etc.); (d) that periods of maternity and adoption leave are neutralised by considering that performance prior to and after the leave is continuous; (e) that attention is paid to employees who have not received any step advancement or promotion in several successive reward exercises. <p>(3) There is no automatic link between appraisal reports and the reward exercise. While performance is a precondition for the award of the elements mentioned in paragraph 1(a)-(c) above, it may not be sufficient to warrant a reward in view of:</p>
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<p>(a) the setting by the President of the maximum proportion of employees to be rewarded in a specific reward exercise;</p> <p>(b) the comparative nature of the reward exercise; and</p> <p>(c) Office priorities in the allocation of budget envelopes</p> <p>(4) Decisions regarding the award of the elements mentioned in paragraph 1(a)-(c) above shall be taken by the President, having regard to:</p> <p style="padding-left: 40px;">(a) the proposals of the managers at each level</p> <p style="padding-left: 40px;">(b) performance as explained below; and</p> <p style="padding-left: 40px;">(c) budgetary envelope availability in the DG.</p> <p>(4) 1. In advance of the President's decision, each vice-president shall group and rank all proposals regarding the award of the elements mentioned in paragraph 1(a)-(c) above. They shall submit a final proposal subject to budgetary envelope availability in their DG.</p> <p>(4) 2. Such decisions concerning the areas reporting directly to the President shall be taken, in the same way as explained above, by the President or by any person delegated the authority to take such decisions</p>	<p>(a) the setting by the President of the maximum proportion of employees to be rewarded in a specific reward exercise;</p> <p>(b) the comparative nature of the reward exercise; and</p> <p>(c) Office priorities in the allocation of budget envelopes</p> <p>(4) Decisions regarding the award of the elements mentioned in paragraph 1(a)-(c) above shall be taken by the President, having regard to:</p> <p style="padding-left: 40px;">(a) the proposals of the managers at each level</p> <p style="padding-left: 40px;">(b) performance as explained below; and</p> <p style="padding-left: 40px;">(c) budgetary envelope availability in the DG.</p> <p>(4) 1. In advance of the President's decision, each vice-president shall group and rank all proposals regarding the award of the elements mentioned in paragraph 1(a)-(c) above. They shall submit a final proposal subject to budgetary envelope availability in their DG.</p> <p>(4) 2. Such decisions concerning the areas reporting directly to the President shall be taken, in the same way as explained above, by the President or by any person delegated the authority to take such decisions</p>
<p>B. Step advancement (Article 48 ServRegs)</p>	<p>B. Step advancement (Article 48 ServRegs)</p>

<p>(1) Depending on budget availability in the DG, an advancement of one or two steps in grade is used to reward performance and demonstration of the expected competencies resulting in a sustained contribution towards the Office priorities and achievements.</p> <p>Demonstration of such contribution may be for instance:</p> <ul style="list-style-type: none"> (a) achievement of the expected goals and competencies corresponding to grade, seniority and job profile; (b) good balance between expected leadership (where applicable) and functional and core competencies; (c) strength in the core competencies critical for the employee's role; (d) engagement on the priorities of the Office; (e) being a role model within and outside the employee's team. <p>(2) Allocation of step may occur only within the same grade. When the employee has reached the highest step in their grade, career progression may occur only through promotion.</p> <p>(3) Step advancement shall take effect as of 1 July of that year.</p> <p>(4) Decisions in this respect shall be taken annually as described in Part IV.A above.</p>	<p>(1) Depending on budget availability in the DG, an advancement of one or two steps in grade is used to reward performance and demonstration of the expected competencies resulting in a sustained contribution towards the Office priorities and achievements.</p> <p>Demonstration of such contribution may be for instance:</p> <ul style="list-style-type: none"> (a) achievement of the expected goals and competencies corresponding to grade, seniority and job profile; (b) good balance between expected leadership (where applicable) and functional and core competencies; (c) strength in the core competencies critical for the employee's role; (d) engagement on the priorities of the Office; (e) being a role model within and outside the employee's team. <p>(2) Allocation of step may occur only within the same grade. When the employee has reached the highest step in their grade, career progression may occur only through promotion.</p> <p>(3) Step advancement shall take effect as of 1 July of that year.</p> <p>(4) Decisions in this respect shall be taken annually as described in Part IV.A above.</p>
<p>C. Bonuses (Article 48a ServRegs)</p>	<p>C. Bonuses (Article 48a ServRegs)</p>

<p>(1) Depending on budget availability in the DG, a bonus in the form of a lump-sum payment is used to reward high performance and/or additional duties not otherwise rewarded and resulting in specific achievements, such as:</p> <ul style="list-style-type: none"> (a) contribution to strategic projects or well-defined work packages with a clear budgetary scope and time line defined in advance; (b) extraordinary workload due to specific organisational circumstances; (c) efforts towards a specific development critical to the employee's role; (d) meeting stretched goals. <p>It is also used to acknowledge performance and demonstration of the expected competencies when step advancement is not available.</p> <p>(2) Decisions in this respect shall be taken as described in Part IV.A above within the budgetary year.</p> <p>(3) The amount of the bonus shall be defined within the limits of the budgetary envelope. It shall be granted within the budgetary year in one or more payments. It shall not exceed the amount of a monthly basic salary per year per employee.</p>	<p>(1) Depending on budget availability in the DG, a bonus in the form of a lump-sum payment is used to reward high performance and/or additional duties not otherwise rewarded and resulting in specific achievements, such as:</p> <ul style="list-style-type: none"> (a) contribution to strategic projects or well-defined work packages with a clear budgetary scope and timeline defined in advance; (b) collaborative achievements (c) extraordinary workload due to specific organisational circumstances; (d) efforts towards a specific development critical to the employee's role; (e) meeting stretched goals. <p>It is also used to acknowledge performance and demonstration of the expected competencies when step advancement is not available.</p> <p>(2) Decisions in this respect shall be taken as described in Part IV.A above within the budgetary year.</p> <p>(3) The amount of the bonus shall be defined within the limits of the budgetary envelope. It shall be granted within the budgetary year in one or more payments. It shall not exceed the amount of a monthly basic salary per year per employee. Applicable amounts, including ceilings for the maximum amount that may be received per individual employee, are defined in the President's general guidelines on rewards.</p>
<p>D. Promotions (Article 49(2) ServRegs)</p>	<p>D. Promotions (Article 49(2) ServRegs)</p>

a. Definitions and scope

- (1) These Guidelines concern normal promotion procedures within the meaning of Article 49(2) ServRegs: access to the next immediate higher grade within the same post not taking place following a selection procedure or reclassification.
- (2) Employees of the Office shall be promoted by decision of the President.
- (3) Subject to the budgetary limits, promotions of eligible employees in each DG shall be based on the criteria described below.
- (4) Depending on budgetary availability, a budgetary envelope per DG shall be used each year for the purpose of these promotions

b. Eligibility criteria for promotion

- (1) The eligibility of an employee for promotion shall be assessed over time, taking into account inter alia the following conditions:
 - (a) the employee has reached the last step in their grade in the calendar year prior to the promotion exercise;
 - (b) proven performance and expected goals corresponding to the grade continuously achieved over a long period of time;
 - (c) application and demonstration of the expected competencies corresponding to their job profile over a period of several years and progression in the proficiency levels of the required competencies;

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 - (c) application and demonstration of the expected competencies corresponding to their job profile over a period of several years and progression in the proficiency levels of the required competencies;

<p>(d) broadening or deepening of the employee's tasks, experience and responsibilities.</p> <p>(2) The promotion exercise shall consider inter alia appraisal reports covering at least the period up to a given calendar year (N-1) prior to the year of the promotion exercise (N).</p> <p>(3) The eligibility criteria shall have been met by 31 December of the calendar year (N-1) prior to the year of the decision for promotion (N).</p>	<p>(d) broadening or deepening of the employee's tasks, experience and responsibilities.</p> <p>(2) The promotion exercise shall consider inter alia appraisal reports covering at least the period up to a given calendar year (N-1) prior to the year of the promotion exercise (N).</p> <p>(3) The eligibility criteria shall have been met by 31 December of the calendar year (N-1) prior to the year of the decision for promotion (N).</p>
<p>E. Process</p> <p>The President shall take appropriate measures to ensure a smooth reward process.</p> <p>The procedure and responsibilities are described inter alia in Part IV.A above. More specifically:</p> <p>(1) A Harmonisation Committee shall be created to ensure a consistent approach across all DGs, in particular to ensure a balanced distribution among all categories of staff (such as but not limited to gender, job group, etc.). The Harmonisation Committee shall be responsible for ensuring observance of the applicable criteria Office-wide.</p> <p>(2) The Harmonisation Committee shall be chaired by the President and composed of members of each DG appointed by the President.</p> <p>(3) Subject to the budgetary limits and eligibility criteria, managers at each level shall propose the distribution of rewards for those employees under their managerial responsibility.</p>	<p>E. Process</p> <p>The President shall take appropriate measures to ensure a smooth reward process and may specify the timeline, priorities and other rewards modalities in general guidelines on rewards.</p> <p>The procedure and responsibilities are described inter alia in Part IV.A above. More specifically:</p> <p>(1)</p> <p>(2)</p> <p>(1) Subject to the budgetary limits and eligibility criteria, managers at each level shall propose the distribution of rewards for those employees under their managerial responsibility.</p>

(4) Each DG, taking into account the budgetary envelope allocated to it and the proposals of the managers at each level, shall submit to the Harmonisation Committee a list of employees proposed for rewards, as the result of a harmonisation exercise.

(5) The Harmonisation Committee will assist the President in taking a decision on the proposed rewards. It shall review the list of employees proposed for each type of reward and may refer proposals back to the relevant vice-president for harmonisation.

(6) Rewards will take effect as of 1 July of the calendar year in which the decision is taken, provided that the conditions continue to be met on the date of the decision.

(2) Each DG, taking into account the budgetary envelope allocated to it and the proposals of the managers at each level, shall submit to the ~~Harmonisation Committee~~ President a list of employees proposed for rewards, as the result of a harmonisation calibration exercise at different managerial levels including the VPs and President.

(3) A Harmonisation Committee shall ~~be created~~ assist the President before conclusion of the rewards cycle by assessing and monitoring trends to ensure a consistent approach across all DGs, in particular to ensure a balanced distribution among all categories of staff (such as but not limited to gender, job group, etc.). The Harmonisation Committee shall be responsible for ensuring a consistent approach across all DGs and observance of the applicable criteria Office-wide.

(4) The Harmonisation Committee shall be chaired by the President and composed of members of each DG appointed by the President. The President may invite observers, who do not have an active role in the Committee but can follow the Committee's discussions. The information and documents provided as confidential must be treated as such by the members and observers of the Harmonisation Committee.

~~The Harmonisation Committee will assist the President in taking a decision on the proposed rewards. It shall review the list of employees proposed for each type of reward and may refer proposals back to the relevant vice-president for harmonisation.~~

(5) Rewards will take effect as of 1 July of the calendar year in which the decision is taken, provided that the conditions continue to be met on the date of the decision.

<p>(7) The list of promoted employees shall be published.</p> <p>(8) Upon approval of the President, a report will be published after closure of the reward exercise to provide general information about trends and global statistics.</p>	<p>(6) The list of promoted employees shall be published.</p> <p>(7) Upon approval of the President, a report will be published after closure of the reward exercise to provide general information about trends and global statistics.</p>
<p>Part V - Entry into force</p> <p>This Circular shall enter into force on 15 July 2022. It replaces the former Circular No. 364 in force until 14 July 2022.</p> <p>Munich, 15 July 2022</p> <p>The President of the European Patent Office António Campinos</p>	<p>Part V - Entry into force</p> <p>This Circular shall enter into force on 15 July 2022 3 March 2023. It replaces the former Circular No. 364 in force until 14 July 2022 2 March 2023.</p> <p>Munich, 15 July 2022 XX.XX.2023</p> <p>The President of the European Patent Office António Campinos</p>
<p>ANNEX I</p> <p>Non-exhaustive list of duties involving specific constraints or demands or tasks and responsibilities that may justify the award of a functional allowance:</p> <ol style="list-style-type: none"> 1. Advisers to areas of high responsibility (e.g. President, vice-presidents, principal directors). 2. Management assistants to areas of high responsibility (e.g. President, vice-presidents, principal directors). 3. Management duties that are not reflected in the new grading system and that involve reporting responsibilities. 4. Others: additional tasks or duties such as functions with very high responsibility (<i>inter alia</i> political contacts with external stakeholders such as NPOs), risk management in the RFPSS, etc. 	<p>ANNEX I</p> <p>Non-exhaustive list of duties involving specific constraints or demands or tasks and responsibilities that may justify the award of a functional allowance:</p> <ol style="list-style-type: none"> 1. Advisers to areas of high responsibility (e.g. President, vice-presidents, principal directors). 2. Management assistants to areas of high responsibility (e.g. President, vice-presidents, principal directors). 3. Management duties that are not reflected in the new grading system and that involve reporting responsibilities. 4. Others: additional tasks or duties such as functions with very high responsibility (<i>inter alia</i> political contacts with external stakeholders such as NPOs), risk management in the RFPSS, etc.

General Consultation Committee

Document for the General Consultative Committee

Document number	GCC/DOC 3/2023
Meeting Date	28/02/2023
Title	General Guidelines on Rewards 2023 (President's Instructions on Rewards)
Classification	For consultation
Date submitted	13/02/2023

**General guidelines on
Budget allocation and rewards distribution for 2023
under Articles 48, 48a and 49 (1) first indent Service
Regulations**

I. Budget envelope and reward types

Within the budget approved by the Administrative Council, the President defines annually the overall budget envelope allocated to rewards and the budget breakdown among the different categories of rewards.

Two different envelopes are allocated per Directorate General:

- one for pensionable rewards (steps and promotions) and
- one for non-pensionable rewards (bonuses).

The pensionable and non-pensionable envelopes are initially distributed to the DGs on the basis of the demographic structure (number and grading of staff). Each VP may then calibrate them within the DG considering unit performance and collaborative achievements. However, no transfer of the different amounts between the different envelopes is allowed.

Further details on the budget envelopes for the 2023 reward exercise can be found in Annex I.

Decisions on rewards apply with effect as of 1 July 2023. The organisational structure on 1 February 2023 is considered as the basis for determining the line managers and their staff for the purpose of this reward exercise.

II. Eligibility and criteria for rewards

1. Staff included in the reward process

- 1) Staff in service on 31.12.2022 (including permanent employees, staff employed on fixed-term contract, probationers and young professionals) may be considered for the allocation of individual and collaborative bonuses.
- 2) Staff in service on 31.12.2022 and still in service on 01.07.2023 may be considered for steps or promotion, provided that they are not yet in the last step of the highest grade of the respective job group or “off-scale”.

2. Rewards allocation and percentages

Within each DG, rewards shall be allocated as follows:

1) Steps and promotions

Up to 60% of staff under II 1. 2) may receive one or two steps or a promotion. A step may amount to a full step or the difference between their current salary and the next possible step in the new salary scales, depending on their current position in the salary scales; Staff falling in the category of the catch-up mechanism 2023 as described in Annex II are included in the 60%.

The number of staff receiving two steps shall not exceed 20% of the staff under II 1. 2).

2) Bonuses

Up to 30% of staff under II 1. 1) may receive individual bonuses.

Individual bonuses may be awarded within the available unit budget in the form of the following harmonised lump sums:

- EUR 2 000
- EUR 3 000
- EUR 4 000
- EUR 5 000
- EUR 6 000
- EUR 7 000
- EUR 8 000
- EUR 9 000

A combination of individual and collaborative bonuses is possible for eligible employees. However, any combination of bonuses shall not exceed the annual ceiling of EUR 9 000 per employee.

3. Performance criteria

Individual performance complemented by collaborative behaviour forms the basis for any reward. In accordance with Circular 364, the following criteria apply:

Steps

1. Based on budget availability in the DG, an advancement of one or two steps in grade is used to reward performance and demonstration of the expected competencies which result in sustained contribution towards the Office priorities and achievements.

Demonstration of such contribution may be for instance:

- achievement of the expected objectives and competencies corresponding to grade, seniority and job profile;
 - steady performance;
 - good balance between expected leadership (when applicable), functional and core competencies as well as strength in the core competencies critical for their role;
 - engagement towards the priorities of the Office;
 - their being role models in and outside their teams;
2. Attribution of steps may occur only within the same grade. When the employee has reached the highest step in his grade, career progression may occur only through promotion.

Promotions

The eligibility of an employee for promotion shall be assessed over time, taking into account inter alia the following conditions:

- the employee has reached the last step in his grade in the calendar year prior to the promotion exercise

- proven performance and expected objectives corresponding to the grade continuously achieved over a long period of time
- application and demonstration of the expected competencies corresponding to his job profile over a period of several years and progression in the proficiency levels of the required competencies
- broadening or deepening of the employee's tasks, experience and responsibilities.

The promotion exercise shall consider inter alia appraisal reports covering at least the period up to a given calendar year (N-1) prior to the year of the promotion exercise (N).

The eligibility criteria shall have been met by 31 December of the calendar year (N-1) prior to the year of the decision for promotion (N).

Bonus

1. Based on budget availability in the DG, a bonus in the form of a lump sum payment is used to reward high performance and/or additional duties not otherwise rewarded, which results in specific achievements such as:

- contribution to strategic projects or well-defined work packages with a clear budgetary scope and timeline defined in advance;
- collaborative achievements;
- extraordinary workload due to specific organisational circumstances;
- efforts towards a specific development critical to the role;
- meeting stretched objectives.

It is also used to acknowledge performance and demonstration of the expected competencies when step advancement or promotion is not available.

2. Teams and staff contributing to strategic initiatives as defined by the President (Annex III) may benefit from collaborative bonuses in the form of a lump sum payment with the same amount for all receiving the bonus.

The definition of teams is not limited to functional or hierarchical teams and includes also cross-functional teams and collaborative initiatives within or across DGs, which support key objectives and projects of the Office.

- The aim is to reward collaborative efforts and contributions to strategic initiatives within or across DGs which support key objectives and projects of the Office, such as: Collaborative achievement of particularly successful unit results
- Collaborative initiatives aiming to increase and advance key objectives of the Office
- Significant contributions to strategic projects with DG-wide or Office-wide importance, e.g. in the framework of strategic plans

Initiative owners may be assigned to co-ordinate nominations across teams.

III. Process and timeline

1. Process

- 1) Managers should propose the rewards for the individual staff members by taking into account the criteria set out under II.3 as well as budget availability.
- 2) In cases of a managerial change or partial assignments of employees to other departments or projects, the responsible line manager should liaise with the other managers in charge to take their input into account for rewards proposals.
- 3) Managers are asked to ensure a fair distribution of rewards among their staff by recognising collaborative behaviour and by promoting equal opportunities according to gender, job group, type of appointment etc.
As a proactive measure in order to ensure a fair distribution of rewards to all categories of staff, it is wished that specific attention is paid in the reward exercise to the following categories of staff:
 - Staff on maternity and adoption leave (periods of maternity and adoption leave are to be neutralised by considering continuity between performance prior to and after the leave)
 - Newcomers (performance with demonstrated learning curve may be rewarded, including during probationary period)
 - Part-timers
 - Staff who changed jobs or were on partial mobility during the relevant period (in such cases it is important that managers in charge liaise to discuss potential rewards proposals)
 - Staff who did not benefit from pensionable rewards over several years
 - Staff in statutory functions (e.g. Staff Representatives, Confidential Counsellors)
 - Young professionals

4) Rewards allocation process

The rewards allocation process within the DGs follows the steps below (as outlined in Circular 364 Part IV):

- line managers submit their proposals for staff to be rewarded to their hierarchy via on-line tools
- the respective PDs and VPs may adjust and subsequently approve the proposals
- the list of those employees proposed for rewards by the respective DG is submitted to the President for review
- the Harmonisation Committee meets to ensure a consistent and balanced distribution of rewards among all categories of staff in accordance with the applicable Office-wide criteria
- the final decision on the award of rewards is taken by the President.

2. Timeline

a) The following indicative timeline is envisaged for the process:

Planned steps	Timeline
Submission to GCC (for consultation)	13 February 2023 (for meeting on 28 February 2023)
Publication of President's instructions on rewards allocation 2022	3 March 2023
Submission of rewards proposals (including collaborative bonuses) by line managers	10 to 23 March 2023
Calibration by PDs and VPs	27 March to 6 April 2023
Calibration by President and VPs	April 2023
Harmonisation Committee meeting	As of May 2023
Communication of reward decisions	As of June 2023
Implementation of reward decisions	As of July 2023

IV. Communication of rewards allocation

There is no automatic link between appraisal reports and the reward exercise. While performance is a pre-condition, it may not be sufficient to warrant a reward in view of other elements taken into account for its attribution such as comparison with peers, collaborative behaviour, development, priorities of the Office and contribution to the Office's achievement.

The reward proposals are calibrated throughout the hierarchical levels up to the President. The result of the reward exercise can therefore be communicated only after the final sign-off of the proposals by the President.

After completion of the rewards process and decision of the President on the rewards:

- VPs and PDs communicate the outcome of the rewards calibration to Directors and line managers. Line managers should also verify the final rewards for their teams in the rewards tool.
- Managers on their initiative or upon staff request should communicate the outcome of the reward exercise, either individually or collectively.
- The promoted staff members will receive a certificate of their promotion. Additionally, the list of staff receiving a promotion will be published.

ANNEX I

Budget breakdown and calculation criteria for 2023 reward exercise

The budget breakdown among the different categories of rewards as well as the criteria used to calculate the amounts are as follows:

1) Budget breakdown:

The overall budget envelope allocated to 2023 rewards amounts to **23.0 million Euros** and is distributed as follows:

Reward type (in EUR)	Pensionable/ non-pensionable reward	Budget 2023 (calendar year)
Steps/ Promotion	pensionable	Max. 11 700 000
Individual and Collaborative bonus *	non-pensionable	Max. 11 300 000

* A maximum of up to 30% of the bonus budget can be spent on collaborative bonuses.

– Criteria used for the calculation of the reward types:

- **Step advancement** (Art. 48 Service Regulations) **and promotion** (Art. 49 (2) Service Regulations): For promotions and steps a maximum of **11.7 million Euros** will be available in the 2023 budget. This has been calculated based on the demographical structure per DG.
- **Individual and collaborative bonus** (Art. 48a Service Regulations): A maximum of **11.3 million Euros** will be dedicated to bonuses.

General information on long-term financial sustainability:

With regards to career progression, the baseline scenario of the Financial Study 2019 corresponds to granting a step to 60% of eligible staff. Every 5% increase in quota increases the coverage gap with around 160 mEUR*.

*CA/83/19 - 2019 Financial Study

ANNEX II**Catch-up mechanism 2023**

Eligible staff, who did not receive a step advancement or promotion during the last four consecutive years (2019-2022), will advance one step in grade. Such advancement is possible until the last step of the grade. Promotions to a next grade are excluded from the catch-up mechanism.

Annex III

Collaborative bonus 2023

As announced on 8 March 2022 by the President, the following (non-exhaustive) list of projects and initiatives will be considered for the collaborative bonus to be paid this year:

a) People

- Development of skills mapping and upskilling initiatives
- Electronic EPAC and the electronic European Qualifying Exam (e-EQE)
- Design and implementation of policies to make the Office fit for the future

b) Infrastructure, technology and data

- Mainframe decommissioning
- Data policy approval and implementation
- IT co-operation
- Implementation of ANSERA roadmap

c) Sustainability

- Operational excellence (timeliness, quality, agility, simplification and digitalisation of all operational areas)
- Quality (specifically at the search and written opinion stage)
- Implementation of UPP/UPC

Proposed amendments to the General Guidelines on rewards 2023	
Existing text (from 2022 guidelines)	Proposed amendments for 2023 guidelines
<p>General guidelines on Budget allocation and rewards distribution for 2022 under Articles 48, 48a and 49 (1) first indent Service Regulations</p>	<p>General guidelines on Budget allocation and rewards distribution for 2023 under Articles 48, 48a and 49 (1) first indent Service Regulations</p>
<p>I. Budget envelope and reward types</p> <p>Within the budget approved by the Administrative Council, the President defines annually the overall budget envelope allocated to rewards and the budget breakdown among the different categories of rewards.</p> <p>Two different envelopes are allocated per Directorate General:</p> <ul style="list-style-type: none"> – one for pensionable rewards (steps and promotions) and – one for non-pensionable rewards (bonuses). <p>The pensionable and non-pensionable envelopes are initially distributed to the DGs on the basis of the demographic structure (number and grading of staff). Each VP may then rebalance them within the DG. However, no transfer of the different amounts between the different envelopes is allowed.</p> <p>Further details on the budget envelopes for the 2022 reward exercise can be found in Annex I.</p> <p>Decisions on rewards apply with effect as of 1 July 2022. The organisational structure on 1 March 2022 is considered as the basis for determining the line managers and their staff for the purpose of this reward exercise.</p>	<p>I. Budget envelope and reward types</p> <p>Within the budget approved by the Administrative Council, the President defines annually the overall budget envelope allocated to rewards and the budget breakdown among the different categories of rewards.</p> <p>Two different envelopes are allocated per Directorate General:</p> <ul style="list-style-type: none"> – one for pensionable rewards (steps and promotions) and – one for non-pensionable rewards (bonuses). <p>The pensionable and non-pensionable envelopes are initially distributed to the DGs on the basis of the demographic structure (number and grading of staff). Each VP may then rebalance calibrate them within the DG considering unit performance and collaborative achievements. However, no transfer of the different amounts between the different envelopes is allowed.</p> <p>Further details on the budget envelopes for the 2023 reward exercise can be found in Annex I.</p> <p>Decisions on rewards apply with effect as of 1 July 2023. The organisational structure on 1 February 2023 is considered as the basis for determining the line managers and their staff for the purpose of this reward exercise.</p>

<p>II. Eligibility and criteria for rewards</p> <p>1. Staff included in the reward process</p> <p>1) Staff in service on 31.12.2021 (including permanent employees, staff employed on fixed-term contract and probationers) may be considered for the allocation of individual and collaborative bonuses.</p> <p>2) Staff in service on 31.12.2021 and still in service on 01.07.2022 may be considered for steps or promotion, provided that they are not yet in the last step of the highest grade of the respective job group or “off-scale”.</p>	<p>II. Eligibility and criteria for rewards</p> <p>1. Staff included in the reward process</p> <p>1) Staff in service on 31.12.2022 (including permanent employees, staff employed on fixed-term contract, probationers and young professionals) may be considered for the allocation of individual and collaborative bonuses.</p> <p>2) Staff in service on 31.12.2022 and still in service on 01.07.2023 may be considered for steps or promotion, provided that they are not yet in the last step of the highest grade of the respective job group or “off-scale”.</p>
<p>2. Rewards allocation and percentages</p> <p>Within each DG, rewards shall be allocated as follows:</p> <p>1) Steps and promotions Up to 60% of staff under II 1. 2) may receive one or two steps or a promotion. A step may amount to a full step or the difference between their current salary and the next possible step in the new salary scales, depending on their current position in the salary scales; Staff falling in the category of the catch-up mechanism 2022 as described in Annex II are included in the 60%.</p> <p>The number of staff receiving two steps shall not exceed 20% of the staff under II 1. 2).</p> <p>2) Bonuses</p>	<p>2. Rewards allocation and percentages</p> <p>Within each DG, rewards shall be allocated as follows:</p> <p>1) Steps and promotions Up to 60% of staff under II 1. 2) may receive one or two steps or a promotion. A step may amount to a full step or the difference between their current salary and the next possible step in the new salary scales, depending on their current position in the salary scales; Staff falling in the category of the catch-up mechanism 2023 as described in Annex II are included in the 60%.</p> <p>The number of staff receiving two steps shall not exceed 20% of the staff under II 1. 2).</p> <p>2) Bonuses</p>

<p>Up to 30% of staff under II 1. 1) may receive individual bonuses.</p> <p>For the purpose of the calculation of the maximum amount laid down in Circular 364 (i.e. one monthly salary), <i>work packages</i> (where applicable) as well as a possible collaborative bonus shall be taken into account. For the calculation of the ceiling, the year of payment is taken into account.</p>	<p>Up to 30% of staff under II 1. 1) may receive individual bonuses.</p> <p>For the purpose of the calculation of the maximum amount laid down in Circular 364 (i.e. one monthly salary), <i>work packages</i> (where applicable) as well as a possible collaborative bonus shall be taken into account. For the calculation of the ceiling, the year of payment is taken into account.</p> <p>Individual bonuses may be awarded within the available unit budget in the form of the following harmonised lump sums:</p> <ul style="list-style-type: none"> • EUR 2 000 • EUR 3 000 • EUR 4 000 • EUR 5 000 • EUR 6 000 • EUR 7 000 • EUR 8 000 • EUR 9 000 <p>A combination of individual and collaborative bonuses is possible for eligible employees. However, any combination of bonuses shall not exceed the annual ceiling of EUR 9 000 per employee.</p>
<p>3. Performance criteria</p> <p>Individual performance complemented by collaborative behaviour forms the basis for any reward. In accordance with Circular 364, the following criteria apply:</p>	<p>3. Performance criteria</p> <p>Individual performance complemented by collaborative behaviour forms the basis for any reward. In accordance with Circular 364, the following criteria apply:</p>

<p>Steps</p> <p>1. Based on budget availability in the DG, an advancement of one or two steps in grade is used to reward performance and demonstration of the expected competencies which result in sustained contribution towards the Office priorities and achievements.</p> <p>Demonstration of such contribution may be for instance:</p> <ul style="list-style-type: none"> - achievement of the expected objectives and competencies corresponding to grade, seniority and job profile; - steady performance; - good balance between expected leadership (when applicable), functional and core competencies as well as strength in the core competencies critical for their role; - engagement towards the priorities of the Office; - their being role models in and outside their teams; <p>2. Attribution of steps may occur only within the same grade. When the employee has reached the highest step in his grade, career progression may occur only through promotion.</p>	<p>Steps</p> <p>1. Based on budget availability in the DG, an advancement of one or two steps in grade is used to reward performance and demonstration of the expected competencies which result in sustained contribution towards the Office priorities and achievements.</p> <p>Demonstration of such contribution may be for instance:</p> <ul style="list-style-type: none"> - achievement of the expected objectives and competencies corresponding to grade, seniority and job profile; - steady performance; - good balance between expected leadership (when applicable), functional and core competencies as well as strength in the core competencies critical for their role; - engagement towards the priorities of the Office; - their being role models in and outside their teams; <p>2. Attribution of steps may occur only within the same grade. When the employee has reached the highest step in his grade, career progression may occur only through promotion.</p>
<p>Promotions</p> <p>The eligibility of an employee for promotion shall be assessed over time, taking into account inter alia the following conditions:</p> <ul style="list-style-type: none"> - the employee has reached the last step in his grade in the calendar year prior to the promotion exercise 	<p>Promotions</p> <p>The eligibility of an employee for promotion shall be assessed over time, taking into account inter alia the following conditions:</p> <ul style="list-style-type: none"> - the employee has reached the last step in his grade in the calendar year prior to the promotion exercise

<ul style="list-style-type: none"> - proven performance and expected objectives corresponding to the grade continuously achieved over a long period of time - application and demonstration of the expected competencies corresponding to his job profile over a period of several years and progression in the proficiency levels of the required competencies - broadening or deepening of the employee's tasks, experience and responsibilities. <p>The promotion exercise shall consider inter alia appraisal reports covering at least the period up to a given calendar year (N-1) prior to the year of the promotion exercise (N). The eligibility criteria shall have been met by 31 December of the calendar year (N-1) prior to the year of the decision for promotion (N).</p>	<ul style="list-style-type: none"> - proven performance and expected objectives corresponding to the grade continuously achieved over a long period of time - application and demonstration of the expected competencies corresponding to his job profile over a period of several years and progression in the proficiency levels of the required competencies - broadening or deepening of the employee's tasks, experience and responsibilities. <p>The promotion exercise shall consider inter alia appraisal reports covering at least the period up to a given calendar year (N-1) prior to the year of the promotion exercise (N). The eligibility criteria shall have been met by 31 December of the calendar year (N-1) prior to the year of the decision for promotion (N).</p>
<p>Bonus</p> <ol style="list-style-type: none"> 1. Based on budget availability in the DG, a bonus in the form of a lump sum payment is used to reward high performance and/or additional duties not otherwise rewarded, which results in specific achievements such as: <ul style="list-style-type: none"> - contribution to strategic projects or well-defined work packages with a clear budgetary scope and timeline defined in advance; - extraordinary workload due to specific organisational circumstances; - efforts towards a specific development critical to the role; - meeting stretched objectives. 	<p>Bonus</p> <ol style="list-style-type: none"> 1. Based on budget availability in the DG, a bonus in the form of a lump sum payment is used to reward high performance and/or additional duties not otherwise rewarded, which results in specific achievements such as: <ul style="list-style-type: none"> - contribution to strategic projects or well-defined work packages with a clear budgetary scope and timeline defined in advance; - collaborative achievements - extraordinary workload due to specific organisational circumstances; - efforts towards a specific development critical to the role; - meeting stretched objectives.

It is also used to acknowledge performance and demonstration of the expected competencies when step advancement or promotion is not available.

2. Likewise, teams may benefit from collaborative bonuses in the form of a lump sum payment with the same amount for all team members.

The definition of teams is not limited to functional or hierarchical teams and includes also cross-functional teams and collaborative initiatives within or across DGs, which support key objectives and projects of the Office.

Aim is to reward collaborative efforts, which result in specific achievements such as:

- Collaborative achievement of particularly successful unit results
- Collaborative initiatives aiming to increase and advance key objectives of the Office, such as quality, knowledge sharing, collaboration, performance and paperless initiatives
- Significant contributions to strategic projects with DG-wide or office-wide importance, e.g. in the framework of Strategic Plan 2023

It is also used to acknowledge performance and demonstration of the expected competencies when step advancement or promotion is not available.

2. Likewise, Teams and staff contributing to strategic initiatives as defined by the President (Annex III) may benefit from collaborative bonuses in the form of a lump sum payment with the same amount for all team members receiving the bonus.

The definition of teams is not limited to functional or hierarchical teams and includes also cross-functional teams and collaborative initiatives within or across DGs, which support key objectives and projects of the Office.

The aim is to reward collaborative efforts and contributions to strategic initiatives within or across DGs, which support key objectives and projects of the Office, which result in specific achievements such as:

- Collaborative achievement of particularly successful unit results
- Collaborative initiatives aiming to increase and advance key objectives of the Office, such as quality, knowledge sharing, collaboration, performance and paperless initiatives
- Significant contributions to strategic projects with DG-wide or Office-wide importance, e.g. in the framework of strategic plans 2023

Initiative owners may be assigned to co-ordinate nominations across teams.

The amount of the bonus shall be defined within the limits of the budgetary envelope. It shall be granted within the budgetary

<p>The amount of the bonus shall be defined within the limits of the budgetary envelope. It shall be granted within the budgetary year in one or more payments. It shall not exceed the amount of a monthly basic salary per year per employee.</p>	<p>year in one or more payments. It shall not exceed the amount of a monthly basic salary per year per employee.</p>
<p>III. Process and timeline</p> <p>1. Process</p> <ol style="list-style-type: none"> 1) Managers should propose the rewards for the individual staff members by taking into account the criteria set out under II.3. 2) In cases of a managerial change or partial assignments of employees to other departments or projects, the responsible line manager should liaise with the other managers in charge to take their input into account for rewards proposals. 3) Managers are asked to ensure a fair distribution of rewards among their staff by recognising collaborative behaviour and by promoting equal opportunities according to gender, job group, type of appointment etc. As a proactive measure in order to ensure a fair distribution of rewards to all categories of staff, it is wished 	<p>III. Process and timeline</p> <p>1. Process</p> <ol style="list-style-type: none"> 1) Managers should propose the rewards for the individual staff members by taking into account the criteria set out under II.3 as well as budget availability. 2) In cases of a managerial change or partial assignments of employees to other departments or projects, the responsible line manager should liaise with the other managers in charge to take their input into account for rewards proposals. 3) Managers are asked to ensure a fair distribution of rewards among their staff by recognising collaborative behaviour and by promoting equal opportunities according to gender, job group, type of appointment etc. As a proactive measure in order to ensure a fair distribution of rewards to all categories of staff, it is wished

that specific attention is paid in the reward exercise to the following categories of staff:

- Staff on maternity and adoption leave (periods of maternity and adoption leave are to be neutralised by considering continuity between performance prior to and after the leave)
- Newcomers (performance with demonstrated learning curve may be rewarded, including during probationary period)
- Part-timers
- Staff who changed jobs or tasks during the relevant period (in such cases it is important that managers in charge liaise to discuss potential rewards proposals)
- Staff who did not benefit from pensionable rewards over several years
- Staff in statutory functions (e.g. Staff Representatives, Confidential Counsellors)

4) Rewards allocation process

The rewards allocation process within the DGs follows the steps below (as outlined in Circular 364 Part IV):

- line managers submit their proposals for staff to be rewarded to their hierarchy via on-line tools
- the respective PDs and VPs may adjust and subsequently approve the proposals
- the list of those employees proposed for rewards by the respective DG is submitted to the Harmonisation Committee for review

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- Part-timers
- Staff who changed jobs or tasks were on partial mobility during the relevant period (in such cases it is important that managers in charge liaise to discuss potential rewards proposals);
- Staff who did not benefit from pensionable rewards over several years
- Staff in statutory functions (e.g. Staff Representatives, Confidential Counsellors)
- Young professionals

4) Rewards allocation process

The rewards allocation process within the DGs follows the steps below (as outlined in Circular 364 Part IV):

- line managers submit their proposals for staff to be rewarded to their hierarchy via on-line tools
- the respective PDs and VPs may adjust and subsequently approve the proposals
- the list of those employees proposed for rewards by the respective DG is submitted to the Harmonisation Committee President for review
- the Harmonisation Committee meets to ensure a consistent and balanced distribution of rewards

<p>– the final decision on the award of rewards is taken by the President.</p>	<p>among all categories of staff in accordance with the applicable Office-wide criteria</p> <p>– the final decision on the award of rewards is taken by the President.</p>																																
<p>2. Timeline</p> <p>a) The following indicative timeline is envisaged for the process:</p> <table border="1" data-bbox="257 507 1099 1145"> <thead> <tr> <th>Planned steps</th> <th>Timeline</th> </tr> </thead> <tbody> <tr> <td>Submission to GCC (for consultation)</td> <td>14th Feb .2022 (for meeting on 01.03.2022)</td> </tr> <tr> <td>Publication of President’s instructions on rewards allocation 2021</td> <td>March 2022</td> </tr> <tr> <td>Submission of individual rewards proposals in rewards tool by line managers</td> <td>20.04. – 11.05.2022</td> </tr> <tr> <td>Calibration by PDs, VPs and President</td> <td>16.05. – 27.05.2022</td> </tr> <tr> <td>Review of rewards proposals via Harmonisation Committee</td> <td>Mid-June 2022</td> </tr> <tr> <td>Implementation and communication of reward decisions</td> <td>As of July 2022</td> </tr> </tbody> </table>	Planned steps	Timeline	Submission to GCC (for consultation)	14 th Feb .2022 (for meeting on 01.03.2022)	Publication of President’s instructions on rewards allocation 2021	March 2022	Submission of individual rewards proposals in rewards tool by line managers	20.04. – 11.05.2022	Calibration by PDs, VPs and President	16.05. – 27.05.2022	Review of rewards proposals via Harmonisation Committee	Mid-June 2022	Implementation and communication of reward decisions	As of July 2022	<p>2. Timeline</p> <p>a) The following indicative timeline is envisaged for the process:</p> <table border="1" data-bbox="1180 507 2022 1337"> <thead> <tr> <th>Planned steps</th> <th>Timeline</th> </tr> </thead> <tbody> <tr> <td>Submission to GCC (for consultation)</td> <td>13 February 2023 (for meeting on 28 February 2023)</td> </tr> <tr> <td>Publication of President’s instructions on rewards allocation 2022</td> <td>3 March 2023</td> </tr> <tr> <td>Submission of individual rewards proposals in rewards tool (including collaborative bonuses) by line managers</td> <td>10 to 23 March 2023</td> </tr> <tr> <td>Calibration by PDs, VPs and President</td> <td>27 March to 6 April 2023</td> </tr> <tr> <td>Calibration by President and VPs</td> <td>April 2023</td> </tr> <tr> <td>Review of rewards proposals via Harmonisation Committee meeting</td> <td>Mid-June 2022-As of May 2023</td> </tr> <tr> <td>Communication of reward decisions</td> <td>As of June 2023</td> </tr> <tr> <td>Implementation of reward decisions</td> <td>As of July 2023</td> </tr> </tbody> </table>	Planned steps	Timeline	Submission to GCC (for consultation)	13 February 2023 (for meeting on 28 February 2023)	Publication of President’s instructions on rewards allocation 2022	3 March 2023	Submission of individual rewards proposals in rewards tool (including collaborative bonuses) by line managers	10 to 23 March 2023	Calibration by PDs, VPs and President	27 March to 6 April 2023	Calibration by President and VPs	April 2023	Review of rewards proposals via Harmonisation Committee meeting	Mid-June 2022-As of May 2023	Communication of reward decisions	As of June 2023	Implementation of reward decisions	As of July 2023
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The budget breakdown among the different categories of rewards as well as the criteria used to calculate the amounts are as follows:

1) Budget breakdown:

The overall budget envelope allocated to 2022 rewards amounts to **21,6 million Euros** and is distributed as follows:

Reward type (in EUR)	Pensionable/ non-pensionable reward	Budget 2021 (calendar year)
Steps/ Promotion	pensionable	Max. 11.500.000
Individual and Collaborative bonus *	non-pensionable	Max. 10.100.000

* A maximum of up to 50% of the bonus budget can be spent on collaborative bonuses.

- **Criteria used for the calculation of the reward types:**
- **Step advancement** (Art. 48 Service Regulations) **and promotion** (Art. 49 (2) Service Regulations): For promotions and steps a maximum of **11.5 million Euros** will be available in the 2022 budget. This has been calculated based on the demographical structure per DG.
- **Individual and collaborative bonus** (Art. 48a Service Regulations): A maximum of **10.1 million Euros** will be dedicated to bonuses.

General information on long-term financial sustainability:

With regards to career progression, the baseline scenario of the Financial Study 2019 corresponds to granting a step to 60%

The budget breakdown among the different categories of rewards as well as the criteria used to calculate the amounts are as follows:

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Steps/ Promotion	pensionable	Max. 11 700 000
Individual and Collaborative bonus *	non-pensionable	Max. 11 300 000

* A maximum of up to ~~50%~~ 30% of the bonus budget can be spent on collaborative bonuses.

– Criteria used for the calculation of the reward types:

- **Step advancement** (Art. 48 Service Regulations) **and promotion** (Art. 49 (2) Service Regulations): For promotions and steps a maximum of **11.7 million Euros** will be available in the 2023 budget. This has been calculated based on the demographical structure per DG.
- **Individual and collaborative bonus** (Art. 48a Service Regulations): A maximum of **11.3 million Euros** will be dedicated to bonuses.

General information on long-term financial sustainability:

With regards to career progression, the baseline scenario of the Financial Study 2019 corresponds to granting a step to 60%

<p>of eligible staff. Every 5% increase in quota increases the coverage gap with around 160 mEUR*. *CA/83/19 - 2019 Financial Study</p>	<p>of eligible staff. Every 5% increase in quota increases the coverage gap with around 160 mEUR*. *CA/83/19 - 2019 Financial Study</p>
<p style="text-align: center;">ANNEX II</p> <p style="text-align: center;">Catch-up mechanism 2022</p> <p>Eligible staff, who did not receive a step advancement or promotion during the last four consecutive years (2018-2021), will advance one step in grade. Such advancement is possible until the last step of the grade. Promotions to a next grade are excluded from the catch-up mechanism.</p>	<p style="text-align: center;">ANNEX II</p> <p style="text-align: center;">Catch-up mechanism 2023</p> <p>Eligible staff, who did not receive a step advancement or promotion during the last four consecutive years (2019-2022), will advance one step in grade. Such advancement is possible until the last step of the grade. Promotions to a next grade are excluded from the catch-up mechanism.</p>
<p style="text-align: center;">Annex III Collaborative bonus 2022</p> <p>As announced on 29 April 2021 by the President, the following (non-exhaustive) list of 2021 projects and initiatives will be considered for the collaborative bonus to be paid this year:</p> <p>a) People</p> <ul style="list-style-type: none"> • Development of skills mapping and upskilling initiatives • Electronic EPAC and the electronic European Qualifying Exam (e-EQE) • Design and implementation of policies to make the Office fit for the future <p>b) Infrastructure, technology and data</p> <ul style="list-style-type: none"> • Mainframe decommissioning • Data policy approval and implementation • Convergence programme and IT co-operation • Implementation of ANSERA roadmap 	<p style="text-align: center;">Annex III Collaborative bonus 2023</p> <p>As announced on 8 March 2022 by the President, the following (non-exhaustive) list of 2021 projects and initiatives will be considered for the collaborative bonus to be paid this year:</p> <p>a) People</p> <ul style="list-style-type: none"> • Development of skills mapping and upskilling initiatives • Electronic EPAC and the electronic European Qualifying Exam (e-EQE) • Design and implementation of policies to make the Office fit for the future <p>b) Infrastructure, technology and data</p> <ul style="list-style-type: none"> • Mainframe decommissioning • Data policy approval and implementation • IT co-operation • Implementation of ANSERA roadmap

c) Sustainability

- Operational excellence (timeliness, quality, agility, simplification and digitalisation of all operational areas)
- Quality (specifically at the search and written opinion stage)
- Implementation of UPP/UPC

c) Sustainability

- Operational excellence (timeliness, quality, agility, simplification and digitalisation of all operational areas)
- Quality (specifically at the search and written opinion stage)
- Implementation of UPP/UPC

General Consultation Committee

Document for the General Consultative Committee

Document number	GCC/DOC 7/2023
Meeting Date	03/05/2023
Title	Amendments to Circular 364 – Implementation of the New Career System – Functional Allowance & Recruitment related amendments
Classification	For consultation
Date submitted	06/04/2023



Circular No. 364

(19 December 2014, 1 April 2017, 1 June 2018, 17 April 2019, 1 January 2021, 15. July 2022, 3 March 2023)

Implementation of the New Career System - Minimum qualifications for recruitment, grading on recruitment, promotion & other rewards

Guidelines for applying Articles 11, 12(2), 48, 48a and 49 of the Service Regulations for permanent and other employees of the European Patent Office (ServRegs)

Part I – Minimum qualification for external recruitment

A. Minimum qualifications for job groups 1 to 4

- (1) Diploma of completed university studies at master's level or – in exceptional cases – equivalent professional experience.
- (2) Excellent knowledge of one official language and ability to understand the other two.
- (3) Alternatively, where justified in the interests of the service, excellent knowledge of one official language. In such cases, the employee recruited will demonstrate achievement of the required level in the second and third languages under the conditions laid down in Circular No. 405.

B. Minimum qualifications for job group 5

- (1) Diploma of completed studies at bachelor's level or equivalent or – in exceptional cases – equivalent professional experience.
- (2) Working knowledge of two official languages.
- (3) Alternatively, where justified in the interests of the service, working knowledge of one official language. In such cases, the employee recruited will demonstrate achievement of the required level in the second language under the conditions laid down in Circular No. 405.

C. Minimum qualifications for job group 6

- (1) Completed secondary education or – in exceptional cases – equivalent professional experience.
- (2) Working knowledge of two official languages.
- (3) Alternatively, where justified by the interests of the service, working knowledge of one official language. In such cases, the employee recruited will demonstrate achievement of the required level in the second language under the conditions laid down in Circular No. 405.

Part II - Grade and step on recruitment (Article 11 ServRegs)

- (1) On recruitment an employee shall be assigned the grade corresponding to the specific post to which they have been appointed, having regard to the vacancy notice.
- (2) Assignment shall be to:
 - (a) the lowest grade in each job group, except where the need to fill a vacant post within a higher grade so requires according to the vacancy notice;
 - (b) the lowest step within the assigned grade.
- (3) Where the vacancy notice expressly provides for the possibility of recruitment in a grade higher than the lowest in the job group, the grading on recruitment shall be assigned depending on previous professional experience as described below.
 - (a) Posts in job group 4 (administrator/examiner, etc.)

Grade on recruitment is determined by previous professional experience, in accordance with the table below:

Grade	Minimum previous professional experience
G7	None
G8	6 years
G9	12 years
G10	18 years

- (b) Posts in job group 5 (head of section/expert)

Grade	Minimum previous professional experience
G7	None
G8	6 years
G9	11 years

(c) Posts in job group 6 (administrative employee)

Grade	Minimum previous professional experience
G2	None
G3	6 years
G4	11 years
G5	16 years

- (4) Professional experience prior to recruitment to an EPO post is considered for grade assignment and career development purposes, subject to the conditions below:
- (a) It must correspond to that of an employee holding an EPO post in the same job group as regards the type of work and level of responsibility.
 - (b) It must occur after acquisition of the level of education required under the minimum qualifications for the post in question.
 - (c) It must be the result of a formal working relationship documented through a contract of employment or salary slips or any other document from the list set out by the recruitment department. Freelance activities must be documented through tax declarations.
 - (d) Part-time work will be considered pro rata. In the absence of a documented part-time percentage, the professional experience will be calculated against a 40-hour working week.
 - (e) The total professional experience considered may not exceed 100% for a given period.
- (5) If a doctoral degree (PhD) was earned within the framework of or concurrently with a formal working relationship, then the period of time leading to that degree is considered for grade assignment and career development purposes for any part of that period in which the requirements of paragraph 4 are met. In any event, the period recognised will not be less than three years.
- (6) If a doctoral degree was earned outside and not concurrently with a formal working relationship, only a flat rate of three years' professional experience is considered for grade assignment and career development purposes for the period of time leading to that degree.
- (7) The President may, in exceptional cases, decide that a candidate's qualifications justify a higher grading or step. The decision must be duly substantiated. Such exceptions may be justified in cases in which a candidate's qualifications are considered particularly relevant and useful to the Office.

Part III - Functional allowance (Article 12(2) ServRegs)

A. Definitions and conditions

- (1) An employee requested to perform duties in their grade inter alia involving specific constraints or demands or additional tasks and responsibilities may be awarded a functional allowance.
- (2) The functional allowance is linked to the nature of the duties, be they of a permanent or

temporary nature. Employees carrying out duties as listed in Annex I may be eligible for a functional allowance.

- (3) A functional allowance may be awarded to an employee inter alia under the following conditions:
 - (a) when, in addition to their usual duties, an employee performs other duties corresponding to their grade, such as those listed in Annex I.
 - (b) these additional duties are not otherwise rewarded.
 - (c) the funds are available in the corresponding budget.
- (4) The functional allowance may be granted when the additional duties or constraints commence and continue to be paid while the extra duties are required.
- (5) An employee may be awarded only one functional allowance.
- (6) The maximum amount of the functional allowance is defined in Article 12(2) ServRegs. The exact amount of the functional allowance awarded to an employee is defined by the President, considering inter alia the nature of the tasks, their complexity and strategic priorities.

B. Procedure

- (1) The line manager of an employee discharging duties included in Annex I justifying the award of a functional allowance may request such an award from their superior(s) in advance or at the latest as soon as the duties commence.
- (2) The request for continuation of the functional allowance must be renewed yearly. Deadlines for renewal of such requests will be set, in order to be considered for the budget cycle of the subsequent year.
- (3) A harmonised approach across the Office to the award of this allowance will be ensured, with regard to the:
 - (a) fulfilment of the minimum eligibility criteria; and
 - (b) budgetary envelope availability in the DG.
- (4) Each year (N), following a decision on the funds available for this element for the next year (N+1), a list of employees eligible for the functional allowance shall be submitted in the prescribed form to the President.
- (5) New requests for functional allowances that could not have been planned in the previous year or that arise out of urgency or unforeseen needs may exceptionally be filed during the budget year within the budgetary limits. They must be submitted in the prescribed form for approval to Human Resources, which will ensure harmonised application across the Office and will report regularly to the President on the use of the functional allowance in the different DGs.
- (6) The decision to award a functional allowance rests with the President.

Part IV - Decisions on step advancement, bonuses and promotions (rewards)

A. General

- (1) Depending on budgetary availability Office-wide, a budgetary envelope shall be awarded each year to all DGs for:
 - (a) step advancements (Article 48 ServRegs)
 - (b) bonuses (Article 48a ServRegs)
 - (c) promotions (Article 49(2) ServRegs).
- (2) It is the responsibility of the managers at each level to assess and propose the award of the elements mentioned in paragraph 1(a)-(c) above, and to ensure a harmonised approach, taking into consideration:
 - (a) performance as explained below;
 - (b) budgetary envelope availability in the DG;
 - (c) equal opportunities among all categories of staff (such as but not limited to gender, job group, type of appointment, etc.);
 - (d) that periods of maternity and adoption leave are neutralised by considering that performance prior to and after the leave is continuous;
 - (e) that attention is paid to employees who have not received any step advancement or promotion in several successive reward exercises.
- (3) There is no automatic link between appraisal reports and the reward exercise. While performance is a precondition for the award of the elements mentioned in paragraph 1(a)-(c) above, it may not be sufficient to warrant a reward in view of:
 - (a) the setting by the President of the maximum proportion of employees to be rewarded in a specific reward exercise;
 - (b) the comparative nature of the reward exercise; and
 - (c) Office priorities in the allocation of budget envelopes.
- (4) Decisions regarding the award of the elements mentioned in paragraph 1(a)-(c) above shall be taken by the President, having regard to:
 - (a) the proposals of the managers at each level
 - (b) performance as explained below; and
 - (c) budgetary envelope availability in the DG.

- (5) In advance of the President's decision, each vice-president shall group and rank all proposals regarding the award of the elements mentioned in paragraph 1(a)-(c) above. They shall submit a final proposal subject to budgetary envelope availability in their DG.
- (6) Such decisions concerning the areas reporting directly to the President shall be taken, in the same way as explained above, by the President or by any person delegated the authority to take such decisions.

B. Step advancement (Article 48 ServRegs)

- (1) Depending on budget availability in the DG, an advancement of one or two steps in grade is used to reward performance and demonstration of the expected competencies resulting in a sustained contribution towards the Office priorities and achievements.

Demonstration of such contribution may be for instance:

- (a) achievement of the expected goals and competencies corresponding to grade, seniority and job profile;
 - (b) good balance between expected leadership (where applicable) and functional and core competencies;
 - (c) strength in the core competencies critical for the employee's role;
 - (d) engagement on the priorities of the Office;
 - (e) being a role model within and outside the employee's team.
- (2) Allocation of step may occur only within the same grade. When the employee has reached the highest step in their grade, career progression may occur only through promotion.
 - (3) Step advancement shall take effect as of 1 July of that year.
 - (4) Decisions in this respect shall be taken annually as described in Part IV.A above.

C. Bonuses (Article 48a ServRegs)

- (1) Depending on budget availability in the DG, a bonus in the form of a lump-sum payment is used to reward high performance and/or additional duties not otherwise rewarded and resulting in specific achievements, such as:
 - (a) contribution to strategic projects or well-defined work packages with a clear budgetary scope and timeline defined in advance;
 - (b) collaborative achievements;
 - (c) extraordinary workload due to specific organisational circumstances;
 - (d) efforts towards a specific development critical to the employee's role;

- (e) meeting stretched goals.

It is also used to acknowledge performance and demonstration of the expected competencies when step advancement is not available.

- (2) Decisions in this respect shall be taken as described in Part IV.A above within the budgetary year.
- (3) The amount of the bonus shall be defined within the limits of the budgetary envelope. It shall be granted within the budgetary year in one or more payments.. Applicable amounts, including ceilings for the maximum amount that may be received per individual employee, are defined in the President's general guidelines on rewards.

D. Promotions (Article 49(2) ServRegs)

a. Definitions and scope

- (1) These Guidelines concern normal promotion procedures within the meaning of Article 49(2) ServRegs: access to the next immediate higher grade within the same post not taking place following a selection procedure or reclassification.
- (2) Employees of the Office shall be promoted by decision of the President.
- (3) Subject to the budgetary limits, promotions of eligible employees in each DG shall be based on the criteria described below.
- (4) Depending on budgetary availability, a budgetary envelope per DG shall be used each year for the purpose of these promotions.

b. Eligibility criteria for promotion

- (1) The eligibility of an employee for promotion shall be assessed over time, taking into account inter alia the following conditions:
 - (a) the employee has reached the last step in their grade in the calendar year prior to the promotion exercise;
 - (b) proven performance and expected goals corresponding to the grade continuously achieved over a long period of time;
 - (c) application and demonstration of the expected competencies corresponding to their job profile over a period of several years and progression in the proficiency levels of the required competencies;
 - (d) broadening or deepening of the employee's tasks, experience and responsibilities.
- (2) The promotion exercise shall consider inter alia appraisal reports covering at least the period up to a given calendar year (N-1) prior to the year of the promotion exercise (N).
- (3) The eligibility criteria shall have been met by 31 December of the calendar year (N-1) prior to

the year of the decision for promotion (N).

E. Process

The President shall take appropriate measures to ensure a smooth reward process and may specify the timeline, priorities and other rewards modalities in general guidelines on rewards.

The procedure and responsibilities are described inter alia in Part IV.A above. More specifically:

- (1) Subject to the budgetary limits and eligibility criteria, managers at each level shall propose the distribution of rewards for those employees under their managerial responsibility.
- (2) Each DG, taking into account the budgetary envelope allocated to it and the proposals of the managers at each level, shall submit to the President a list of employees proposed for rewards, as the result of a calibration exercise at different managerial levels including the VPs and President.
- (3) A Harmonisation Committee shall assist the President before conclusion of the rewards cycle by assessing and monitoring trends to ensure a balanced distribution among all categories of staff (such as but not limited to gender, job group, etc.). The Harmonisation Committee shall be responsible for ensuring a consistent approach across all DGs and observance of the applicable criteria Office-wide.
- (4) The Harmonisation Committee shall be chaired by the President and composed of members of each DG appointed by the President. The President may invite observers, who do not have an active role in the Committee but can follow the Committee's discussions. The information and documents provided as confidential must be treated as such by the members and observers of the Harmonisation Committee.
- (5) Rewards will take effect as of 1 July of the calendar year in which the decision is taken, provided that the conditions continue to be met on the date of the decision.
- (6) The list of promoted employees shall be published.
- (7) Upon approval of the President, a report will be published after closure of the reward exercise to provide general information about trends and global statistics.

ANNEX I

Non-exhaustive list of duties involving specific constraints or demands or tasks and responsibilities that may justify the award of a functional allowance:

1. Advisers to areas of high responsibility (e.g. President, vice-presidents).
2. Management assistants to areas of high responsibility (e.g. President, vice-presidents, principal directors).
3. Management duties that are not reflected in the new grading system and that involve reporting responsibilities.
4. Others: additional tasks or duties such as functions with very high responsibility (*inter alia* political contacts with external stakeholders such as NPOs), risk management in the RFPSS, etc.

Proposed amendments to Circular 364	
Existing text	Proposed amendments
<p>Circular No. 364</p> <p>Implementation of the New Career System - Minimum qualifications for recruitment, grading on recruitment, promotion & other rewards</p> <p>Guidelines for applying Articles 11, 12(2), 48, 48a and 49 of the Service Regulations for permanent and other employees of the European Patent Office (ServRegs)</p>	<p>Circular No. 364</p> <p>Implementation of the New Career System - Minimum qualifications for recruitment, grading on recruitment, promotion & other rewards</p> <p>Guidelines for applying Articles 11, 12(2), 48, 48a and 49 of the Service Regulations for permanent and other employees of the European Patent Office (ServRegs)</p>
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Grade	Minimum previous professional experience
G2	None
G3	6 years
G4	11 years
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(4) Professional experience prior to recruitment to an EPO post is considered for grade assignment and career development purposes, subject to the conditions below:

- (a) It must correspond to that of an employee holding an EPO post in the same job group as regards the type of work and level of responsibility.
- (b) It must occur after acquisition of the level of education required under the minimum qualifications for the post in question.
- (c) It must be the result of a formal working relationship documented through a contract of employment and salary slips. Freelance activities must be documented through tax declarations.
- (d) Part-time work will be considered pro rata, provided that the time worked is at least 20 hours a week.

(c) Posts in job group 6 (administrative employee)

Grade	Minimum previous professional experience
G2	None
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<p>(2) The functional allowance is linked to the nature of the duties, be they of a permanent or temporary nature. Employees carrying out duties as listed in Annex I may be eligible for a functional allowance.</p> <p>(3) A functional allowance may be awarded to an employee inter alia under the following conditions:</p> <p>(a) when, in addition to their usual duties, an employee performs other duties corresponding to their grade, such as those listed in Annex I.</p> <p>(b) these additional duties are not otherwise rewarded.</p> <p>(c) the funds are available in the corresponding budget.</p> <p>(4) The functional allowance may be granted when the additional duties or constraints commence and continue to be paid while the extra duties are required.</p> <p>(5) An employee may be awarded only one functional allowance.</p> <p>(6) The maximum amount of the functional allowance is defined in Article 12(2) ServRegs. The exact amount of the functional allowance awarded to an employee is defined by their line manager, considering inter alia the nature of the tasks, their complexity and strategic priorities.</p>	<p>(2) The functional allowance is linked to the nature of the duties, be they of a permanent or temporary nature. Employees carrying out duties as listed in Annex I may be eligible for a functional allowance.</p> <p>(3) A functional allowance may be awarded to an employee inter alia under the following conditions:</p> <p>(a) when, in addition to their usual duties, an employee performs other duties corresponding to their grade, such as those listed in Annex I.</p> <p>(b) these additional duties are not otherwise rewarded.</p> <p>(c) the funds are available in the corresponding budget.</p> <p>(4) The functional allowance may be granted when the additional duties or constraints commence and continue to be paid while the extra duties are required.</p> <p>(5) An employee may be awarded only one functional allowance.</p> <p>(6) The maximum amount of the functional allowance is defined in Article 12(2) ServRegs. The exact amount of the functional allowance awarded to an employee is defined by their line manager President, considering inter alia the nature of the tasks, their complexity and strategic priorities.</p>
<p>B. Procedure</p> <p>(1) The line manager of an employee discharging duties included in Annex I justifying the award of a functional allowance may</p>	<p>B. Procedure</p> <p>(1) The line manager of an employee discharging duties included in Annex I justifying the award of a functional allowance may</p>

<p>request such an award from their superior(s) in advance or at the latest as soon as the duties commence.</p> <p>(2) The request for continuation of the functional allowance must be renewed yearly. Deadlines for renewal of such requests will be set, in order to be considered for the budget cycle of the subsequent year.</p> <p>(3) A harmonised approach across the Office to the award of this allowance will be ensured, with regard to the:</p> <p>(a) fulfilment of the minimum eligibility criteria; and</p> <p>(b) budgetary envelope availability in the DG.</p> <p>(4) Each year (N), following a decision on the funds available for this element for the next year (N+1), a list of employees eligible for the functional allowance shall be submitted in the prescribed form to the President.</p> <p>(5) New requests for functional allowances that could not have been planned in the previous year or that arise out of urgency or unforeseen needs may exceptionally be filed during the budget year within the budgetary limits. They must be submitted in the prescribed form for approval to Human Resources, which will ensure harmonised application across the Office and will report regularly to the President on the use of the functional allowance in the different DGs.</p> <p>(6) The decision to award a functional allowance rests with the President.</p>	<p>request such an award from their superior(s) in advance or at the latest as soon as the duties commence.</p> <p>(2) The request for continuation of the functional allowance must be renewed yearly. Deadlines for renewal of such requests will be set, in order to be considered for the budget cycle of the subsequent year.</p> <p>(3) A harmonised approach across the Office to the award of this allowance will be ensured, with regard to the:</p> <p>(a) fulfilment of the minimum eligibility criteria; and</p> <p>(b) budgetary envelope availability in the DG.</p> <p>(4) Each year (N), following a decision on the funds available for this element for the next year (N+1), a list of employees eligible for the functional allowance shall be submitted in the prescribed form to the President.</p> <p>(5) New requests for functional allowances that could not have been planned in the previous year or that arise out of urgency or unforeseen needs may exceptionally be filed during the budget year within the budgetary limits. They must be submitted in the prescribed form for approval to Human Resources, which will ensure harmonised application across the Office and will report regularly to the President on the use of the functional allowance in the different DGs.</p> <p>(6) The decision to award a functional allowance rests with the President.</p>
<p>Part IV - Decisions on step advancement, bonuses and promotions (rewards)</p>	<p>Part IV - Decisions on step advancement, bonuses and promotions (rewards)</p>

<p>A. General</p> <p>(1) Depending on budgetary availability Office-wide, a budgetary envelope shall be awarded each year to all DGs for:</p> <ul style="list-style-type: none"> (a) step advancements (Article 48 ServRegs) (b) bonuses (Article 48a ServRegs) (c) promotions (Article 49(2) ServRegs). <p>(2) It is the responsibility of the managers at each level to assess and propose the award of the elements mentioned in paragraph 1(a)-(c) above, and to ensure a harmonised approach, taking into consideration:</p> <ul style="list-style-type: none"> (a) performance as explained below; (b) budgetary envelope availability in the DG; (c) equal opportunities among all categories of staff (such as but not limited to gender, job group, type of appointment, etc.); (d) that periods of maternity and adoption leave are neutralised by considering that performance prior to and after the leave is continuous; (e) that attention is paid to employees who have not received any step advancement or promotion in several successive reward exercises. <p>(3) There is no automatic link between appraisal reports and the reward exercise. While performance is a precondition for the</p>	<p>A. General</p> <p>(1) Depending on budgetary availability Office-wide, a budgetary envelope shall be awarded each year to all DGs for:</p> <ul style="list-style-type: none"> (a) step advancements (Article 48 ServRegs) (b) bonuses (Article 48a ServRegs) (c) promotions (Article 49(2) ServRegs). <p>(2) It is the responsibility of the managers at each level to assess and propose the award of the elements mentioned in paragraph 1(a)-(c) above, and to ensure a harmonised approach, taking into consideration:</p> <ul style="list-style-type: none"> (a) performance as explained below; (b) budgetary envelope availability in the DG; (c) equal opportunities among all categories of staff (such as but not limited to gender, job group, type of appointment, etc.); (d) that periods of maternity and adoption leave are neutralised by considering that performance prior to and after the leave is continuous; (e) that attention is paid to employees who have not received any step advancement or promotion in several successive reward exercises. <p>(3) There is no automatic link between appraisal reports and the reward exercise. While performance is a precondition for the</p>
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award of the elements mentioned in paragraph 1(a)-(c) above, it may not be sufficient to warrant a reward in view of:

- (a) the setting by the President of the maximum proportion of employees to be rewarded in a specific reward exercise;
- (b) the comparative nature of the reward exercise; and
- (c) Office priorities in the allocation of budget envelopes

(4) Decisions regarding the award of the elements mentioned in paragraph 1(a)-(c) above shall be taken by the President, having regard to:

- (a) the proposals of the managers at each level
- (b) performance as explained below; and
- (c) budgetary envelope availability in the DG.

(4) 1. In advance of the President's decision, each vice-president shall group and rank all proposals regarding the award of the elements mentioned in paragraph 1(a)-(c) above. They shall submit a final proposal subject to budgetary envelope availability in their DG.

(4) 2. Such decisions concerning the areas reporting directly to the President shall be taken, in the same way as explained above, by the President or by any person delegated the authority to take such decisions

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- (a) the setting by the President of the maximum proportion of employees to be rewarded in a specific reward exercise;
- (b) the comparative nature of the reward exercise; and
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(6) ~~(4) 2.~~ Such decisions concerning the areas reporting directly to the President shall be taken, in the same way as explained above, by the President or by any person delegated the authority to take such decisions

<p>B. Step advancement (Article 48 ServRegs)</p> <p>(1) Depending on budget availability in the DG, an advancement of one or two steps in grade is used to reward performance and demonstration of the expected competencies resulting in a sustained contribution towards the Office priorities and achievements.</p> <p>Demonstration of such contribution may be for instance:</p> <ul style="list-style-type: none"> (a) achievement of the expected goals and competencies corresponding to grade, seniority and job profile; (b) good balance between expected leadership (where applicable) and functional and core competencies; (c) strength in the core competencies critical for the employee's role; (d) engagement on the priorities of the Office; (e) being a role model within and outside the employee's team. <p>(2) Allocation of step may occur only within the same grade. When the employee has reached the highest step in their grade, career progression may occur only through promotion.</p> <p>(3) Step advancement shall take effect as of 1 July of that year.</p> <p>(4) Decisions in this respect shall be taken annually as described in Part IV.A above.</p>	<p>B. Step advancement (Article 48 ServRegs)</p> <p>(1) Depending on budget availability in the DG, an advancement of one or two steps in grade is used to reward performance and demonstration of the expected competencies resulting in a sustained contribution towards the Office priorities and achievements.</p> <p>Demonstration of such contribution may be for instance:</p> <ul style="list-style-type: none"> (a) achievement of the expected goals and competencies corresponding to grade, seniority and job profile; (b) good balance between expected leadership (where applicable) and functional and core competencies; (c) strength in the core competencies critical for the employee's role; (d) engagement on the priorities of the Office; (e) being a role model within and outside the employee's team. <p>(2) Allocation of step may occur only within the same grade. When the employee has reached the highest step in their grade, career progression may occur only through promotion.</p> <p>(3) Step advancement shall take effect as of 1 July of that year.</p> <p>(4) Decisions in this respect shall be taken annually as described in Part IV.A above.</p>
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<p>C. Bonuses (Article 48a ServRegs)</p> <p>(1) Depending on budget availability in the DG, a bonus in the form of a lump-sum payment is used to reward high performance and/or additional duties not otherwise rewarded and resulting in specific achievements, such as:</p> <ul style="list-style-type: none"> (a) contribution to strategic projects or well-defined work packages with a clear budgetary scope and timeline defined in advance; (b) collaborative achievements (c) extraordinary workload due to specific organisational circumstances; (d) efforts towards a specific development critical to the employee's role; (e) meeting stretched goals. <p>It is also used to acknowledge performance and demonstration of the expected competencies when step advancement is not available.</p> <p>(2) Decisions in this respect shall be taken as described in Part IV.A above within the budgetary year.</p> <p>(3) The amount of the bonus shall be defined within the limits of the budgetary envelope. It shall be granted within the budgetary year in one or more payments. Applicable amounts, including ceilings for the maximum amount that may be received per individual employee, are defined in the President's general guidelines on rewards.</p>	<p>C. Bonuses (Article 48a ServRegs)</p> <p>(1) Depending on budget availability in the DG, a bonus in the form of a lump-sum payment is used to reward high performance and/or additional duties not otherwise rewarded and resulting in specific achievements, such as:</p> <ul style="list-style-type: none"> (a) contribution to strategic projects or well-defined work packages with a clear budgetary scope and timeline defined in advance; (b) collaborative achievements (c) extraordinary workload due to specific organisational circumstances; (d) efforts towards a specific development critical to the employee's role; (e) meeting stretched goals. <p>It is also used to acknowledge performance and demonstration of the expected competencies when step advancement is not available.</p> <p>(2) Decisions in this respect shall be taken as described in Part IV.A above within the budgetary year.</p> <p>(3) The amount of the bonus shall be defined within the limits of the budgetary envelope. It shall be granted within the budgetary year in one or more payments. Applicable amounts, including ceilings for the maximum amount that may be received per individual employee, are defined in the President's general guidelines on rewards.</p>
<p>D. Promotions (Article 49(2) ServRegs)</p>	<p>D. Promotions (Article 49(2) ServRegs)</p>

a. Definitions and scope

- (1) These Guidelines concern normal promotion procedures within the meaning of Article 49(2) ServRegs: access to the next immediate higher grade within the same post not taking place following a selection procedure or reclassification.
- (2) Employees of the Office shall be promoted by decision of the President.
- (3) Subject to the budgetary limits, promotions of eligible employees in each DG shall be based on the criteria described below.
- (4) Depending on budgetary availability, a budgetary envelope per DG shall be used each year for the purpose of these promotions

b. Eligibility criteria for promotion

- (1) The eligibility of an employee for promotion shall be assessed over time, taking into account inter alia the following conditions:
 - (a) the employee has reached the last step in their grade in the calendar year prior to the promotion exercise;
 - (b) proven performance and expected goals corresponding to the grade continuously achieved over a long period of time;
 - (c) application and demonstration of the expected competencies corresponding to their job profile over a period of several years and progression in the proficiency levels of the required competencies;

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 - (b) proven performance and expected goals corresponding to the grade continuously achieved over a long period of time;
 - (c) application and demonstration of the expected competencies corresponding to their job profile over a period of several years and progression in the proficiency levels of the required competencies;

<p>(d) broadening or deepening of the employee's tasks, experience and responsibilities.</p> <p>(2) The promotion exercise shall consider inter alia appraisal reports covering at least the period up to a given calendar year (N-1) prior to the year of the promotion exercise (N).</p> <p>(3) The eligibility criteria shall have been met by 31 December of the calendar year (N-1) prior to the year of the decision for promotion (N).</p>	<p>(d) broadening or deepening of the employee's tasks, experience and responsibilities.</p> <p>(2) The promotion exercise shall consider inter alia appraisal reports covering at least the period up to a given calendar year (N-1) prior to the year of the promotion exercise (N).</p> <p>(3) The eligibility criteria shall have been met by 31 December of the calendar year (N-1) prior to the year of the decision for promotion (N).</p>
<p>E. Process</p> <p>The President shall take appropriate measures to ensure a smooth reward process and may specify the timeline, priorities and other rewards modalities in general guidelines on rewards.</p> <p>The procedure and responsibilities are described inter alia in Part IV.A above. More specifically:</p> <p>(1) Subject to the budgetary limits and eligibility criteria, managers at each level shall propose the distribution of rewards for those employees under their managerial responsibility.</p> <p>(2) Each DG, taking into account the budgetary envelope allocated to it and the proposals of the managers at each level, shall submit to the President a list of employees proposed for rewards, as the result of a calibration exercise at different managerial levels including the VPs and President.</p> <p>(3) A Harmonisation Committee shall assist the President before conclusion of the rewards cycle by assessing and monitoring trends to ensure a balanced distribution among all categories of</p>	<p>E. Process</p> <p>The President shall take appropriate measures to ensure a smooth reward process and may specify the timeline, priorities and other rewards modalities in general guidelines on rewards.</p> <p>The procedure and responsibilities are described inter alia in Part IV.A above. More specifically:</p> <p>(1) Subject to the budgetary limits and eligibility criteria, managers at each level shall propose the distribution of rewards for those employees under their managerial responsibility.</p> <p>(2) Each DG, taking into account the budgetary envelope allocated to it and the proposals of the managers at each level, shall submit to the President a list of employees proposed for rewards, as the result of a calibration exercise at different managerial levels including the VPs and President.</p> <p>(3) A Harmonisation Committee shall assist the President before conclusion of the rewards cycle by assessing and monitoring trends to ensure a balanced distribution among all categories of</p>

<p>staff (such as but not limited to gender, job group, etc.). The Harmonisation Committee shall be responsible for ensuring a consistent approach across all DGs and observance of the applicable criteria Office-wide.</p> <p>(4) The Harmonisation Committee shall be chaired by the President and composed of members of each DG appointed by the President. The President may invite observers, who do not have an active role in the Committee but can follow the Committee's discussions. The information and documents provided as confidential must be treated as such by the members and observers of the Harmonisation Committee.</p> <p>(5) Rewards will take effect as of 1 July of the calendar year in which the decision is taken, provided that the conditions continue to be met on the date of the decision.</p> <p>(6) The list of promoted employees shall be published.</p> <p>(7) Upon approval of the President, a report will be published after closure of the reward exercise to provide general information about trends and global statistics.</p>	<p>staff (such as but not limited to gender, job group, etc.). The Harmonisation Committee shall be responsible for ensuring a consistent approach across all DGs and observance of the applicable criteria Office-wide.</p> <p>(4) The Harmonisation Committee shall be chaired by the President and composed of members of each DG appointed by the President. The President may invite observers, who do not have an active role in the Committee but can follow the Committee's discussions. The information and documents provided as confidential must be treated as such by the members and observers of the Harmonisation Committee.</p> <p>(5) Rewards will take effect as of 1 July of the calendar year in which the decision is taken, provided that the conditions continue to be met on the date of the decision.</p> <p>(6) The list of promoted employees shall be published.</p> <p>(7) Upon approval of the President, a report will be published after closure of the reward exercise to provide general information about trends and global statistics.</p>
<p>Part V - Entry into force</p> <p>This Circular shall enter into force on 3 March 2023. It replaces the former Circular No. 364 in force until 2 March 2023.</p> <p>Munich, 1 March 2023</p> <p>The President of the European Patent Office António Campinos</p>	<p>Part V - Entry into force</p> <p>This Circular shall enter into force on 3 March 2023. It replaces the former Circular No. 364 in force until 2 March 2023.</p> <p>Munich, 1 March 2023</p> <p>The President of the European Patent Office António Campinos</p>

<p>ANNEX I Non-exhaustive list of duties involving specific constraints or demands or tasks and responsibilities that may justify the award of a functional allowance:</p> <ol style="list-style-type: none"> 1. Advisers to areas of high responsibility (e.g. President, vice-presidents, principal directors). 2. Management assistants to areas of high responsibility (e.g. President, vice-presidents, principal directors). 3. Management duties that are not reflected in the new grading system and that involve reporting responsibilities. 4. Others: additional tasks or duties such as functions with very high responsibility (<i>inter alia</i> political contacts with external stakeholders such as NPOs), risk management in the RFPSS, etc. 	<p>ANNEX I Non-exhaustive list of duties involving specific constraints or demands or tasks and responsibilities that may justify the award of a functional allowance:</p> <ol style="list-style-type: none"> 1. Advisers to areas of high responsibility (e.g. President, vice-presidents, principal directors). 2. Management assistants to areas of high responsibility (e.g. President, vice-presidents, principal directors). 3. Management duties that are not reflected in the new grading system and that involve reporting responsibilities. 4. Others: additional tasks or duties such as functions with very high responsibility (<i>inter alia</i> political contacts with external stakeholders such as NPOs), risk management in the RFPSS, etc.
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General Consultation Committee

Document for the General Consultative Committee

Document number	GCC/DOC 9/2023
Meeting Date	03/05/2023
Title	Further development of the career system for members and chairs of the Boards of Appeal (CA/23/23)
Classification	For consultation
Date submitted	06/04/2023

CA/23/23

Orig.: en

Munich, 29.03.2023

SUBJECT: Further development of the career system for members and chairs of the Boards of Appeal

SUBMITTED BY: President of the European Patent Office

ADDRESSEES: Budget and Finance Committee (for opinion)
Administrative Council (for decision)

SUMMARY

This document contains a proposal to further develop the career system for the members and chairs of the Boards of Appeal. The proposal was presented to the Boards of Appeal Committee and received a unanimous favourable opinion (BOAC/6/23).

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PART I

I. STRATEGIC/OPERATIONAL

1. Operational.

II. RECOMMENDATION

2. The Administrative Council is requested to adopt the draft decision set out in part II.

III. MAJORITY NEEDED

3. Three quarter majority.

IV. CONTEXT

4. In 2014, the Administrative Council adopted a new career system for the employees of the Office shifting from a seniority-based to a performance-based career system (CA/84/14 Rev.1). In view of the special institutional status of the Boards of Appeal (BoA), this new career system provided neither any specific career paths for members and chairs of the BoA nor any performance evaluation criteria for them. The general principles of a performance-based career system for members and chairs of the BoA were adopted in 2016 together with the structural reform of the BoA (cf. [CA/43/16 Rev. 1, para 31 sq.](#)).
5. More specifically, in its meeting on 30 June 2016 the Administrative Council adopted an amendment of Article 11 of the Service Regulations according to which members of the BoA, when first appointed, are assigned to grade G 14, step 1. They can be promoted to grade G 15, step 1, upon re-appointment, after having completed at least a term of five years, provided they have been recommended for promotion to this higher grade and step by the President of the Boards of Appeal (PBoA) (cf. [Article 11\(3\)\(b\) ServRegs](#); CA/43/16 Rev. 1, points 38 and 39). Chairs of the BoA are assigned to grade G 16, step 1, but no promotion or advancement in step is available (cf. CA/43/16 Rev. 1, point 40, [Article 11\(3\)\(a\) ServRegs](#)).
6. The promotion of members of the BoA to G 15, step 1 is decided by the Administrative Council upon recommendation of the PBoA based on an evaluation of their performance. In this regard, the PBoA was given the responsibility for setting the criteria for performance evaluation in consultation with the Boards of Appeal Committee (BOAC) (cf. [CA/43/16 Rev. 1, para 39](#); [BOAC/4/18](#); [BOAC/9/20](#); [Rule 12d\(3\) EPC](#)). The Administrative Council proposed to review the reform and its effects after a certain period (CA/PV 148, para 69).

7. Since the structural reform of the BoA and the introduction of a specific career and performance evaluation system for members and chairs of the BoA, this system has been implemented smoothly and with consistency. It is worth highlighting that during this period the BoA has achieved considerable gains in efficiency and long-term sustainability. The BoA was able to reduce the number of pending cases to 6 216 technical appeal cases in 2022, thus already achieving its 5-year objective of "reducing the number of pending cases to below 7000 by 2023". The number of backlog cases (pending cases that are older than 30 months) has gone down from a peak of 3 374 cases in December 2018 to now only 1 907 cases as at December 2022; thus 43.5% fewer. Regarding the BoA's second 5-year-objective, which is to settle 90% of cases within 30 months of receipt, the BoA is broadly on track to achieve this by the end of 2023. It is also noted that productivity of the BoA has increased by 27.8% and production by 60.4% between 1 January 2017 and 31 December 2022 (BOAC/3/23, p.2 et seqq.). The BoA will pursue the ambitious path to further reduce the pendency time of cases while maintaining the highest legal and technical quality. Given the increasing legal and technical complexity of cases, this will demand even more expertise and flexibility from members and chairs of the BoA.
8. Noting that these achievements are largely due to the extraordinary performance of members and chairs, the BOAC highlighted already in 2020 the need for further developing the existing career system ([BOAC/4/20](#), points 4 and 5), a need reinforced by the continuously growing challenges since then.

V. ARGUMENTS

9. Against this background and the express request of the Administrative Council and the BOAC to reflect on further adaptations of the career system for members and chairs of the BoA, at the initiative of and in consultation with the PBoA a further development of the current career system is proposed along the following lines.
10. First, it is proposed to decouple the entry grade and step of members and chairs of the BoA upon their first appointment from any option for future advancement in grade and step. Article 11(3) of the Service Regulations should thus only deal with this initial assignment which should remain unchanged: G 14, step 1, for members, and grade G 16, step 1, for chairs.

11. Second, the subsequent career progression of the members and chairs of the BoA will be regulated in a different provision. The main amendment proposed is to introduce a new Article 49a in the Service Regulations under the Chapter “Professional development”, applicable only to members and chairs of the BoA. It will give the possibility for members to reach the end of the career path of job-group 3 by being promoted to grade G 15, step 1, and subsequently advancing to grade G 15, step 4. Likewise, chairs may advance to grade G 16, step 4, which is the end of the career path of job-group 2.
12. Any career progression will continue to be subject to an express recommendation by the PBoA based on proven performance and demonstration of the expected competencies over a period of time. Under the newly proposed system, an advancement to the next grade and step will also be possible during a member’s and/or chair’s five-year term but only after completion of five years in the previously assigned grade and step. The Administrative Council as the competent appointing authority will remain responsible for deciding on the promotion and step advancements of members and chairs of the BoA based on the recommendation of the President of the BoA.
13. In this way the Organisation will considerably broaden the members’ and chairs’ career prospects, and thus improve the attractiveness of their function. It will also allow for a more timely, balanced and granular reward of high performance. Although more dynamic and flexible than the current scheme, the new system remains distinct from the one applicable to staff of the Office and will continue to fully respect the judicial independence of members and chairs of the BoA and the institutional specificities of the BoA.
14. The proposed amendment is intended to enter into force on 1 January 2024 and will have effect only after that date. Hence, no retroactive advancements or promotions will be possible. However, for the sake of future decisions on promotions and advancements as of this date, all past performance records can be taken into consideration by the PBoA for his recommendations.
15. The PBoA will monitor the implementation of the new system to ensure consistent and harmonised criteria and will report to the BOAC and the Administrative Council in so far as they deem necessary.

VI. ALTERNATIVES

16. N/A.

VII. FINANCIAL IMPLICATIONS

17. The new system would apply to all 182 current members and chairs as well as to future members and chairs. Its impact in terms of salary increases is estimated at around EUR 1.5 to 2 million a year. The immediate impact on the Office's long-term liabilities (pensions) is estimated at EUR 22 million.

VIII. CONSULTATION

18. The Presidium of the BoA was consulted and gave a favourable opinion on the proposal on 23 January 2023.
19. In its 15th meeting on 28 February 2023, the BOAC gave a unanimous favourable opinion on the proposed amendments enabling the further development of the career system for members and chairs of the BoA (BOAC/6/23).
20. The General Consultative Committee was consulted on the proposed amendments to the Service Regulations on 3 May 2023.

IX. LEGAL BASIS

21. Article 10(2)(c) EPC; Article 23 EPC; Article 33(2)(b) EPC ; Rule 12d(2) and (3) EPC; Article 11(3)(b) ServRegs.

X. DOCUMENTS CITED

22. BOAC/4/18; BOAC 4/20; BOAC/9/20; BOAC 11/22; CA/26/16; CA/43/16 Rev.1; CA/D 7/16, CA/PC 146; BOAC/6/23.

XI. RECOMMENDATION FOR PUBLICATION

23. Yes.

XII. PROPOSED AMENDMENT TO THE SERVICE REGULATIONS

Present wording	Proposed wording
<p>Chapter 4 Assignment, temporary or additional duties and probationary period</p>	<p>Chapter 4 Assignment, temporary or additional duties and probationary period</p>
<p>Article 11 Assignment</p>	<p>Article 11 Assignment</p>
<p>(1) The appointing authority shall, acting solely in the interests of the service and without regard to nationality, assign to each employee the grade corresponding to the specific post to which he has been appointed pursuant to Article 4, paragraph 1. The President of the Office may lay down further terms and conditions for assignment.</p>	<p>(1) <i>unchanged</i></p>
<p>(2) Without prejudice to paragraph 3, the assignment shall be to:</p> <ul style="list-style-type: none"> - the lowest grade in each job group, except where the need to fill a vacant post within a higher grade so requires according to the vacancy notice; - the lowest step within the assigned grade. <p>Any assignment to a different grade and step shall be duly substantiated.</p>	<p>(2) <i>unchanged</i></p>
<p>(3) Members of the Boards within the meaning of Article 1, paragraph 4, shall be assigned as follows:</p>	<p>(3) Members of the Boards within the meaning of Article 1, paragraph 4, shall be assigned on their first appointment as follows:</p>
<p>(a) on their first appointment grade G 14, step 1, for members, and grade G 16, step 1,</p>	<p>(a) on their first appointment to grade G 14, step 1, for members, and grade G 16, step</p>

for chairmen;

1, for ~~chairmen chairs~~;

(b) grade G 15, step 1, for members who have completed at least a term of five years, provided they have been recommended for promotion to this higher grade and step by the President of the Boards of Appeal. In the absence of such a recommendation for promotion on re-appointment, they shall remain at their grade and step and continue to receive the net basic salary they were paid during their previous term;

Deleted

see new Article 49a ServRegs

(c) grade G 17, step 1, for the President of the Boards of Appeal on their first appointment.

~~(e-b)~~ to grade G 17, step 1, for the President of the Boards of Appeal ~~on their first appointment.~~

Present wording	Proposed wording
<p>Chapter 2 Professional development</p>	<p>Chapter 2 Professional development</p> <p><u>Article 49a</u> <u>Professional development for members and chairs of the Boards</u></p> <p>(1) Members of the Boards of Appeal may be promoted to grade G 15, step 1 and subsequently may advance to grade G 15, step 4, provided they meet the following cumulative conditions:</p> <p>(a) for each move as above, at least five completed years in the previous assigned grade and step;</p> <p>(b) a recommendation by the President of the Boards of Appeal based on proven performance and demonstration of the expected competencies over a period of time.</p> <p>(2) Chairs of the Boards of the Appeal may advance to grade G 16, step 4, provided they meet the following cumulative conditions:</p> <p>(a) at least five completed years in grade G 16, step 1;</p> <p>(b) a recommendation by the President of the Boards of Appeal based on proven performance and demonstration of the expected competencies over a period of time.</p>

PART II

DECISION OF THE ADMINISTRATIVE COUNCIL
of [date of decision]
amending Article 11 and introducing Article 49a of the Service
Regulations for permanent and other employees of the European
Patent Office

THE ADMINISTRATIVE COUNCIL OF THE EUROPEAN PATENT ORGANISATION,

Having regard to the European Patent Convention (hereinafter referred to as “EPC”) and in particular Articles 10(2)(c) and 33(2)(b) thereof,

Having regard to the Service Regulations for permanent and other employees of the European Patent Office (hereinafter referred to as “ServRegs”) and in particular Articles 11 and Title III Chapter 2 thereof,

On a proposal from the President of the European Patent Office,

Submitted after consulting the President of the Boards of Appeal, the latter having consulted the Presidium of the Boards of Appeal,

Submitted after consulting the General Consultative Committee,

Having regard to the opinion of the Boards of Appeal Committee,

Having regard to the opinion of the Budget and Finance Committee,

HAS DECIDED AS FOLLOWS:

Article 1

Article 11, paragraph 3 ServRegs shall read as follows:

“(3) Members of the Boards within the meaning of Article 1, paragraph 4, are assigned on their first appointment as follows:

- (a) to grade G 14, step 1, for members, and grade G 16, step 1, for chairs;
- (b) to grade G 17, step 1, for the President of the Boards of Appeal.”

Article 2

The following new Article 49a shall be added under Title III, Chapter 2 of the ServRegs:

“Article 49a

Professional development for members and chairs of the Boards

(1) Members of the Boards of Appeal may be promoted to grade G 15, step 1 and subsequently may advance to grade G 15, step 4, provided they meet the following cumulative conditions:

- (a) for each move as above, at least five completed years in the previous assigned grade and step;
- (b) a recommendation by the President of the Boards of Appeal based on proven performance and demonstration of the expected competencies over a period of time.

(2) Chairs of the Boards of the Appeal may advance to grade G 16, step 4, provided they meet the following cumulative conditions:

- (a) at least five completed years in grade G 16, step 1;
- (b) a recommendation by the President of the Boards of Appeal based on proven performance and demonstration of the expected competencies over a period of time.”

Article 3

The decision shall enter into force on [date of decision].

Article 11 ServRegs as amended and Article 49a ServRegs as introduced by this decision shall apply with effect from 1 January 2024.

Done at Munich, [date of decision]

For the Administrative Council
The Chairperson

General Consultation Committee

Document for the General Consultative Committee

Document number	GCC/DOC 13/2023
Meeting Date	01/06/2023
Title	Introduction of a strategic bonus to reward achievement during current year
Classification	For consultation
Date submitted	17/05/2023



PD People

17 May 2023

Introduction of a strategic bonus to reward achievement during current year

Note to the GCC

The Office proposes a new bonus scheme called strategic bonus to reward colleagues for their performance towards the [Office's strategic initiatives](#) in a timelier manner. As initiatives achieve significant milestones they will be rewarded with a bonus, to be paid to contributors still in the same year, with an opportunity in July and another in December.

The Office is considering introducing this scheme already in July 2023, complementing the current rewards exercise and granting an additional reward to staff. This would be the first step to transition into a new approach where we will have the individual rewards recognising performance for the past year and strategic bonuses for the ongoing year.

Key Points:

- **Proposed scheme:** The Strategic Bonus aims to recognise teams and individuals contributing to the [Office's strategic initiatives](#). It allows for timely rewards by paying a bonus closer to results and advancing payment timelines up to a year compared to previous schemes. If approved, it will replace the collaborative bonus.
- **Nomination process:** Initiative owners will nominate colleagues who have contributed to the initiatives in 2023. Line managers will see the nominations in their team(s) in the rewards dashboard by mid-June 2023. They can provide feedback to initiative owners before the conclusion of the exercise. Following calibration and feedback from the Harmonisation Committee, the President will make the final decision on rewards and line managers will be informed. The exercise will be repeated in November for a December payment.
- **Eligibility:** All colleagues up to and including job group 3 who have worked in the organisation in 2023, including young professionals, are eligible for the Strategic Bonus. Employees in Job Group 2 and above are not eligible for strategic bonuses. To prepare the tool and run the process a cut of date for eligibility is needed. We propose 1 January as the date for the July payment and 1 July for the December payment.
- **Bonus amount:** The Strategic Bonus amount for 2023 would be similar to previous collaborative bonuses, approximately EUR 2000. This bonus amount does not impact the rewards proposals already made for the individual rewards exercise or the ceiling for the current 2022/2023 exercise.

- **Funding:** The payments would come from remaining funds of the 2023 exercise. In subsequent years, the bonus scheme will be funded from the rewards budget envelope and detailed in the Presidential annual guidelines.
- **Communication to staff:** Once approved by the President, line managers will communicate the rewards in July, with payments made in the July payroll.

The new bonus scheme will enable a timely recognition for outstanding performance towards the Office's strategic goals, recognising and rewarding exceptional efforts in a timelier manner.

After GCC consultation and conclusion of the 2023 rewards exercise to determine the available budget, the new strategic bonus scheme will be launched for implementation in July 2023.

Rewards exercise 2022/2023

Recognising colleagues' accomplishments

[Show target groups](#)

15.6.2023

in Office

by António Campinos, President

Dear colleagues,

After consulting the Harmonisation Committee on 23 May, the Office has now concluded the rewards exercise for the 2022/2023 cycle.

In 2022, we continued to prove our ability to adapt in a changing environment and work more efficiently, effectively and collaboratively. Together, we've found new ways forward for our diverse organisation and become even more united. We can all be proud of what we have achieved during a challenging year that also saw the introduction of the new ways of working.

In recognition of their efforts, **74% of staff will receive pensionable or non-pensionable rewards for their performance in 2022.**

As in previous years, the Office has been diligent in ensuring rewards are fairly and equitably distributed. Merit is rewarded independent of gender, maternity leave, job group, seniority or part-time work arrangements. Continuous progress has been made in decreasing the gender gap and equally rewarding colleagues across job groups.

To be fully transparent, the Office is sharing the breakdown per category below.

Follow the link to view the [complete statistics on the rewards exercise 2022/2023](#).

Overall, these statistics show that the target quotas were almost fully met for bonuses and pensionable rewards. They also reflect the Office's ongoing efforts to make the rewards exercise a truly inclusive process that recognises all forms of outstanding contribution.

Alongside individual contributions, the Office also rewarded teamwork on [strategic initiatives](#), with collaboration bonuses awarded to more than 330 colleagues. With SP2023 nearing completion, fewer colleagues were eligible for a collaborative bonus, as work on SP2023 projects winds down.

The remaining funds from this non-pensionable envelope will be used to reward performance under the [new strategic bonus](#). Any funds remaining from the pensionable budget will be proposed for injection into the Reserve Funds for Pensions and Social Security (RFPSS).

This year the outcome of the rewards exercise is announced [earlier](#), giving managers more time to communicate the rewards to their teams and use this important feedback opportunity.

Once again, thank you all for your effort and commitment in 2022. I look forward to seeing what our Office will achieve in 2023.

Rewards

Image

- a. Remuneration and salary scales
- b. Career system

Depending on individual performance complemented by collaborative behaviour and based on budget availability in the DG, performance can be rewarded with various compensation components: step advancement, promotion or bonuses. Full-time and part-time staff alike are eligible for rewards, which can be awarded at every level of the career structure, including after reaching the last step of a job group.

In accordance with the Office-wide budget, a budgetary envelope is awarded each year to each DG to be used for the purpose of awarding step advancements, promotions and bonuses. (See Articles [48](#), [48a](#) and [49\(2\)](#) ServRegs, [Circular 364](#) as well as the Presidential [annual rewards guidelines](#)).

It is the responsibility of the line managers in each DG to assess and propose the award of compensation elements, ensuring:

- fulfilment of the minimum eligibility criteria; and
- that budgetary envelope availability in the DG is taken into consideration.

Each Vice-President groups and ranks all proposals regarding the award of compensation elements. They calibrate their final proposal subject to the budgetary envelope availability in their DG.

Latest Updates

20.6.2023

Rewards

Information updated

Image

c. Steps

Colleagues may advance one or two steps each year, allowing for various paces of career development

If the highest step in the grade has been reached, then a promotion or a bonus is still possible.

What are the criteria for step allocation?

Based on budget availability in the DG, an advancement of zero, one or two steps in grade may be awarded each year to reward performance and demonstration of the expected competencies which result in sustained contribution towards the Office priorities and achievements.

In accordance with Circular 364, demonstration of such contribution may be for instance:

- achievement of the expected objectives and competencies corresponding to grade, seniority and job profile;
- steady performance;
- good balance between expected leadership (when applicable), functional and core competencies as well as strength in the core competencies critical for their role;
- engagement towards the priorities of the Office;
- being role models in and outside their teams.

When will step advancement take place?

A step advancement takes effect as of 1 July. Decisions in this respect are taken annually following the Office-wide rewards exercise. (See [Article 48](#) ServRegs).

[Read less](#)

Image

d. Bonus

What is the purpose of a bonus?

A bonus (collaborative, strategic or individual) rewards particularly high performance or additional duties not otherwise rewarded, such as contribution to strategic projects and initiatives as defined by the President. Based on budget availability, the line manager proposes the amount of the bonus within the harmonised bonus amounts. Nominations for collaborative and strategic bonus are coordinated by initiative owners.

How will the bonus be awarded?

A bonus may be awarded in the form of a lump-sum payment. The amount of the bonus shall be defined within the limits of the budgetary envelope.

How much is the bonus?

The maximum amount of all bonuses that can be awarded during a single year is 9.000 EUR regardless of the employees' grade and job group.

Decisions in this respect are taken within the reward exercise.

What is the bonus used for?

Based on budget availability in the DG, an individual bonus in the form of a harmonised lump sum is used to reward high performance and/or additional duties not otherwise rewarded, which results in specific achievements such as

- contribution to strategic projects or well-defined work packages with a clear budgetary scope and timeline defined in advance;
- collaborative achievements
- extraordinary workload due to specific organisational circumstances;
- efforts towards a specific development critical to the employees' role;
- meeting stretched objectives.

It is also used to acknowledge performance and demonstration of the expected competencies when step advancement or promotion is not available.

Likewise, staff contributing to strategic initiatives as defined by the President may benefit from strategic bonuses.

What are the harmonised bonus amounts for 2022/2023 performance cycle

Like former years, there will be a harmonisation of bonus amounts to facilitate calibration. For this year, amounts are harmonised to EUR 9.000, 8.000, 7.000, 6.000, EUR 5.000, EUR 4.000, EUR 3.000 EUR 2.000 with an overall cap for the both bonus types (individual + collaborative) at the total amount of 9.000.

Decisions in this respect are taken within the budgetary year.

[Read less](#)

Image

e. Promotion

Promotion entails advancement to the grade immediately above your current grade, while remaining in the same post. This occurs following a decision taken by the appointing authority within the reward exercise based on the proposal of your line management.

[...] [Read more](#)

Image

f. Additional information for managers

Please see [here](#).

g. FAQ

Expand all

Who will be responsible for determining a reward for a staff member?

a. FAQ's on budgetary envelope

Expand all

How will the available budget for the different award components (steps, promotions, bonuses) be structured, allocated and distributed between different units?

What proportion of staff receive a reward?

Will high performers automatically receive a step or bonus?

Why am I not eligible for a particular reward?

Does the catch-up mechanism also apply for staff members who are at the end of their grade (i.e., via a promotion)?

What happens when a staff member reaches the end of a group of grades?

b. FAQ's on steps

Expand all

Can I get more than one step a year?

c. FAQ's on bonus

Expand all

Who can receive a bonus?

What is the amount of the Collaborative Bonus per individual?

Who can receive a Collaborative?

Who decides what initiatives will benefit from the Collaborative Bonus?

Can a staff member receive both a Collaborative and Individual bonus?

Is there a maximum amount for bonus?

What is the Strategic Bonus?

Will the EUR 9000 bonus ceiling apply to the Strategic Bonus?

Show more

d. Related

Select and click to see more

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[Remuneration and benefits](#)

[Workplace and environment](#)

Last updated on 20.6.2023