ACER
European Union Agency for the Cooperation of Energy Regulators

DECISION No 16/2026
OF THE ADMINISTRATIVE BOARD OF THE AGENCY FOR THE COOPERATION OF ENERGY REGULATORS

of 19 November 2026

on middle management staff

THE ADMINISTRATIVE BOARD OF THE EUROPEAN UNION AGENCY FOR THE COOPERATION OF ENERGY REGULATORS,

Having regard to the Treaty on the Functioning of the European Union,

Having regard to the Staff Regulations of Officials (hereinafter 'Staff Regulations') and the Conditions of Employment of Other Servants of the European Union (hereinafter 'CEOS') laid down by Regulation (EEC, Euratom, ECSC) No 259/68 of the Council [1], and in particular Articles 2, 4, 5, 7 and 29 of the Staff Regulations and Articles 6, 10(1) and 53 of the CEOS,

Having regard to Regulation (EC) 2019/942 of the European Parliament and of the Council of 5 June 2019 establishing a European Union Agency for the Cooperation of Energy Regulators[2], and in particular Article 19(1)(i) thereof,

Having regard to Communication C(2014)6543 final of 26 September 2014 from Vice-President Šefčovič to the Commission on the guidelines on the implementation of Article 110(2) of the Staff Regulations with regard to the implementing rules applicable in the agencies, and in particular Point 2.B thereof,

Having regard to ACER's Administrative Board Decision No 08/2015 of 11 June 2015 laying down general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the CEOS (hereinafter 'GIPs on temporary staff 2(f)'),

Having regard to ACER's Administrative Board Decision No 14/2026 of 23 October 2026 on types of post and post titles,

Having regard to the agreement of the European Commission pursuant to Article 110(2) of the Staff Regulations C(2018) 2542 of 24 April 2018,

After consulting the Staff Committee,

Whereas:

1) On 8 July 2016, the Commission informed the European Union Agency for the Cooperation of Energy Regulators that it adopted Decision C(2016)3288 of 15 June 2016 on middle management staff.

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1 OJ L 56, 4.3.1968, p.1.
2 OJ L 158, 14.6.2019.

2) Pursuant to Article 110(2) of the Staff Regulations, implementing rules such as those referred to in Recital 1 shall apply by analogy to the European Union Agency for the Cooperation of Energy Regulators. By way of derogation, an agency may request the Commission's agreement to the non-application of certain implementing rules. The Commission may, instead of accepting or rejecting the request, require the agency to submit for its agreement implementing rules which are different from those adopted by the Commission.

3) Commission Decision C(2016)3288 is suitable to apply to the European Union Agency for the Cooperation of Energy Regulators if it is adapted to the peculiarities of the European Union Agency for the Cooperation of Energy Regulators. Those peculiarities concern in particular temporary staff referred to in Article 2(f) CEOS, the parties involved in the selection procedure of middle managers, differentiation between an internal, inter-agency and external publication, and non-compulsory mobility.

4) The European Union Agency for the Cooperation of Energy Regulators's managers are central to the European Union Agency for the Cooperation of Energy Regulators's talent management efforts as they are both responsible for charting new course of action, driving change and achieving operational priorities and responsible for the management and development of their staff. Middle managers should not only have a very good knowledge of their subject areas, they should also be outstanding in managing work, people or financial resources.

5) Mobility between management functions should be encouraged and mobility between management and non-management functions should be facilitated by making it possible for temporary staff who opted out from a middle management function to return to a head of unit or head of department, hereinafter 'Middle Manager' function without having to undergo a new selection procedure.

6) The legal framework established by the present Decision will be complemented by additional measures, in particular effective information on the managerial performance, development initiatives (through training, mentoring, coaching, 360°/180° feedback mechanism) and talent management for both Middle Managers in place and temporary agents aspiring to become middle managers.

7) In the interest of clarity and legal certainty, ACER's Administrative Board Decision No 12/2018 of 6 September 2018 on middle management staff should be repealed and replaced by this Decision,

HAS DECIDED AS FOLLOWS:

SECTION 1. GENERAL PRINCIPLES

Article 1: Aims[3]

The purpose of this Decision is to establish a legal framework setting out the internal rules of the European Union Agency for the Cooperation of Energy Regulators concerning:

– procedures for the selection and appointment of middle managers;

– the role and position of Middle Managers;

– the arrangements for reassigning Middle Managers to non-management functions in certain circumstances;

– the trial period for staff appointed to a middle management function in the European Union Agency for the Cooperation of Energy Regulators for the first time.

This Decision shall apply to all European Union Agency for the Cooperation of Energy Regulators services.

Article 2: Middle management functions

1. Middle management functions and staff

   Middle management functions shall mean a function which meets both of the following criteria:

   – it involves the permanent and continuous management of an administrative unit or department;

   – is referred in the ACER Administrative Board's Decision No 14/2026 of 23 October 2026 on types of post and post titles as head of unit and head of department as well as others equivalent mentioned in this Decision.

   A person assigned to a function which satisfies both of these criteria at the same time is thereby a member of the middle management staff.

   This means that the functions of head of unit and head of department are hereby defined as middle management functions and are covered by this decision.

   For the purposes of this decision, the term 'Middle Manager' shall refer to all middle management functions.

2. Functions not covered by this Decision

   Advisers are not covered by this decision as they do not carry out management functions.

   Deputy heads of department, deputy heads of unit and teamleaders are not covered by this decision.

Article 3: Authority authorised to conclude contracts of employment ('AACC')

1. AACC

[3] Any reference in this Decision to a person of the male sex shall be deemed also to constitute a reference to a person of the female sex, and vice versa, unless the context clearly indicates otherwise.

Except where otherwise provided for and without prejudice to the Administrative Board decision on delegation of the Appointing Authority and AACC powers, the AACC powers according to this decision, including the decisions on appointments to middle management functions whose level has been fixed at AD 12-AD 14 shall be exercised by the Head of the Agency as referred to in the act(s) establishing the Agency ('the Director').

Article 4: Role of Middle Managers

The role of Middle Managers is regarded as particularly important. They shall possess specific management (i.e. work organisation, people management and, where relevant, financial resources management) competencies and an appropriate degree of specialist knowledge and technical expertise.

The role and responsibility of Middle Managers shall comprise essentially three aspects, including, but not limited to:

– the Middle Manager shall issue guidelines for policies and actions to his unit or department on the basis of the mission statement, strategic plan and annual management/work programme of the Agency. He shall define the unit/department work programme, coordinate work within the unit/department and with other units/departments and represent the unit/department at important meetings;

– the Middle Manager shall be the main channel for the exchange of information between senior[4] management and the unit/department's members;

– the Middle Manager shall be directly responsible for the management of the human resources of the unit/department and, in many cases, also its financial resources.

Article 5: Determining the level of a function and filling it

1. As a general rule, the level of middle management functions is fixed at AD 9-AD 14 as regards internal and inter-agency publications and AD9/AD12 as regards external publication.

   For internal and inter-agency publications, the level of a function can be fixed at AD 12-AD 14 only by the Director depending on the importance of the tasks, the number of staff reporting to the function in question and/or the level of budgetary resources managed.

2. The functions shall be filled in accordance with the GIPs on temporary staff 2(f). A temporary staff may be reassigned to a middle management function in the interest of the service in accordance with Article 7(1) of the Staff Regulations[5] when the conditions set out in Article 8(1) and Article 10(1) of this Decision are met.

Article 6: Options to fill a post

Article 2 of the GIPs on temporary staff 2(f) shall apply.

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4 Senior manager functions are manager functions above middle management.

5 Applicable to temporary staff by virtue of Article 10(1) of the CEOS.

SECTION 2. FILLING MIDDLE MANAGEMENT FUNCTIONS AT LEVEL AD 9-AD 14 – INTERNAL, INTER-AGENCY MOBILITY

Article 7: Reassignment and publication of a function

1. Articles 3, 4 and 7 of the GIPs on temporary staff 2(f) shall apply respectively.

2. If a post is to be published, the Human Resources Management shall draw up a vacancy notice that is agreed by the Director and then shall publish it.

3. The vacancy notice may be simultaneously published for transfer and reclassification.

Article 8: Eligibility

1. In the case of reassignment to a middle management function in the interest of the service within the Agency (according to Article 7(1) of the Staff Regulations), the person must:

   – be a temporary staff referred to in Article 2(f) CEOS;

   – be in grade AD 9, AD 10, AD 11, AD 12, AD 13 or AD 14;

   – already occupy a middle management function or have occupied such a function in the EU Institutions or Agencies.

   Only temporary staff who were appointed to a middle management function on the basis of a selection procedure that was equivalent to the selection procedures applied by the European Union Agency for the Cooperation of Energy Regulators at that time may be reassigned to a middle management function in accordance with this paragraph.

   Reassignment shall be excluded for temporary staff who ceased to exercise management duties due to an unsuccessful trial period (Article 17) or due to insufficient managerial ability (Article 20(1)) and for temporary staff who opted out voluntarily from a middle management function before they successfully completed their trial period.

2. In the case of publication of a vacancy notice, applicants must, on the closing date for the receipt of applications:

   – be established temporary staff referred to in Article 2(f) CEOS. As regards inter-agency publication, Article 9 of the GIPs on temporary staff 2(f) shall apply;

   – be in grade

      – AD 9, AD 10, AD 11, AD 12, AD13 or AD 14, or

      – in case of a temporary agent of the same agency where the vacancy is to be filled simultaneously for reclassification, to be in grade AD 8 and have a seniority of at least two years in that grade;

   – possess the qualifications specified in the vacancy notice; and

   – possess the competencies set out in the Annex to this Decision.

Article 9: Selection and appointment

1. Selection:

In the case of publication of a vacancy notice, the stages in selection to be followed by the AACC shall be as follows:

(a) Assessment of applications by the pre-selection panel

The Director shall set up a pre-selection panel comprising at least three members of a grade and management function equal to that of the function to be filled, including one member from another Department. Where there are no temporary agents in the agency fulfilling the requirement of management function and grade, the Director may decide to designate officials or temporary agents from another agency or institution who fulfil that condition. The Director may invite other persons to the pre-selection panel as observers. The Director concerned must ensure, whenever possible, that there is a balanced representation of men and women in the pre-selection panel.

Using assessment checklists, the pre-selection panel shall consider all applications received having regard to the vacancy notice. Where appropriate, it shall conduct interviews. It shall draw up a shortlist of the applicants who most correspond to the profile sought, giving reasons for its choices.

(b) Invitation to the interviews with the Director and 3 members of a grade and management function equal to that of the function to be filled.

The applicants on the shortlist shall be invited to an interview with the Director and the members mentioned above. The Director may decide to invite also other eligible applicants.

(c) Assessment centre

All applicants invited to the interviews with the Director and the other members shall take part in an assessment centre, unless they have already taken part in such an assessment centre in the course of the two years preceding the closing date for the receipt of applications. If an applicant has taken part in an assessment centre within this two-year period, but not within the 18 months preceding the closing date for the receipt of applications, he may at his request be admitted to the assessment centre.

The assessment centre shall evaluate the applicants' potential and shall provide an in-depth analysis of managerial skills, adaptability and other core competencies. It shall comprise individual and/or group exercises as well as in-depth interviews focussed on management skills. The result of the assessment centre shall be taken into consideration by the appointing authority.

(d) Interviews conducted by the Director and the members mentioned in point (b).

The Director and the members mentioned in point (b) shall interview the invited applicants.

2. Appointment:

(a) The selected candidate shall be appointed in his current grade, except for candidates in grade AD 8 who shall be appointed in grade AD 9.

(b) Articles 6(2) and Article 10 of the GIPs on temporary staff 2(f) shall apply respectively to the selected candidates of the same and a different agency.

SECTION 3. SPECIAL PROCEDURE FOR FILLING MIDDLE MANAGEMENT FUNCTIONS AT LEVEL AD12-AD 14 – INTERNAL, INTER-AGENCY MOBILITY

Article 10: Eligibility

1. In the case of reassignment to a middle management function in the interest of the service within the Agency (according to Article 7(1) of the Staff Regulations), the person must:

   – be a temporary agent referred to in Article 2(f) CEOS;

   – be in grade AD12, AD13 or AD 14;

   – have already occupied a middle management function in the Institutions or Agencies for at least two years.

   Only temporary agents who were appointed to a middle management function on the basis of a selection procedure that was equivalent to the selection procedures applied by the European Union Agency for the Cooperation of Energy Regulators at that time may be reassigned to a middle management function in accordance with this paragraph.

   Reassignment shall be excluded for temporary agents who ceased to exercise management duties due to an unsuccessful trial period (Article 17) or due to insufficient managerial ability (Article 20(1)) and for temporary agents who opted out voluntarily from a middle management function before they successfully completed their trial period.

2. In the case of publication of a vacancy notice, applicants must, on the closing date for the receipt of applications:

   – be established temporary staff referred to in Article 2(f) CEOS. As regards inter-agency publication, Article 9 of the GIPs on temporary staff 2(f) shall apply;

   – be in grade

      – AD12, AD13 or AD 14, or

      – in case of an official or temporary agent of the same agency where the vacancy is to be filled simultaneously for reclassification, to be in grade AD 11 and have a seniority of at least two years in that grade;

   – have at least two years of experience in a middle management function in the EU Institutions/Agencies[6];

   – possess the qualifications specified in the vacancy notice; and

[6] For this eligibility criterion, heads of cabinet and deputy heads of cabinet with two years of experience in those functions are considered to have the requisite experience.

– possess the competencies set out in the Annex to this decision.

Article 11: Selection and appointment

1. Selection:

   In the case of publication of a vacancy notice, the selection procedure shall be the same as for middle management functions at grades AD 9-AD14.

2. Appointment:

   (a) The Director shall appoint the selected applicant. The selected candidate shall be appointed in his current grade, except for candidates in grade AD 11 who shall be appointed in grade AD 12.

   (b) Articles 6(2) and Article 10 of the GIPs on temporary staff 2(f) shall apply respectively to the selected candidates of the same and a different agency.

SECTION 4: FILLING MIDDLE MANAGEMENT FUNCTIONS THROUGH ENGAGEMENT FOLLOWING EXTERNAL SELECTION

SECTION 4.1: TEMPORARY STAFF REFERRED TO IN ARTICLE 2(F) OF THE CEOS

Article 12: General provisions

1. Without prejudice to specific provisions of the present Decision, Articles 11, 13, 14 and 15 of the GIPs on temporary staff 2(f) shall apply.

2. Any selection procedure shall be organised at one single grade out of the grades AD9, AD10, AD11, or AD12.

Article 13: Eligibility

1. On the closing date for the receipt of applications, applicants must:
   - without prejudice to Article 14(1) of the present Decision, fulfil the requirements referred to in Article 13(1) of the GIPs on temporary staff 2(f);
   - possess the qualifications specified in the vacancy notice;
   - possess the competencies set out in the Annex to this Decision.

Article 14: Selection and appointment

1. Without prejudice to Article 9(1) of the present decision, Articles 1, 2 and relevant provisions of Article 3 of the Annex to the GIPs on temporary staff 2(f) shall apply.
2. As regards the minimum number of professional experience corresponding to each grade, at least two years should have been acquired as a manager.

Article 15: Engagement

1. Article 12 of the GIPs on temporary staff 2(f) shall apply.

SECTION 5. COMMON PROVISIONS CONCERNING THE APPLICATION OF ARTICLE 8(1) OF THE CEOS

Article 16: Duration of contracts and succession of contracts in case of inter-agency mobility

Articles 16 and 17 of the GIPs on temporary staff 2(f) shall apply.

SECTION 6. TRIAL PERIOD

Article 17: Trial period

1. Scope and duration

   All newly appointed Middle Managers shall serve a management trial period of nine months as a 'probationer head of unit/department', unless they have already successfully passed such a management trial period in a previous function in the EU institutions as referred in the Article 1(a) paragraph 2 of the Staff Regulations.

2. Training

   Newly appointed Middle Managers must have completed a management induction course at the latest three months after having taken up their duties. Management courses listed in the Commission's/Agency's training catalogue or offered by the European School of Administration and followed by an applicant during the five years prior to the appointment may be validated by the appointing authority as management induction courses.

3. Assessment

   Continuous assessment shall be ensured through a mid-term review after four months and a final assessment at the end of the trial period. This two-phase evaluation shall be different from the annual report required under Article 43 of the Staff Regulations[7] for all grades and functions and provide the first opportunity to check whether the person being assessed has the qualities needed to carry out the management role effectively.

   The mid-term review and the final assessment shall be drawn up by the reporting officer. In case of unsatisfactory mid-term review and/or final assessment, it/they shall, unless the reporting officer is the Director, be countersigned by a countersigning officer. If there is disagreement, the countersigning officer shall bear final responsibility for these reports.

   The reporting officer shall be the same as the reporting officer in charge of the annual report. The countersigning officer shall, where applicable, be the reporting officer's direct superior.

[7] Applicable to temporary staff by virtue of Article 15(2) of the CEOS.

4. Mid-term review after four months

The mid-term review shall be conducted on the basis of a previously agreed statement incorporating objectives and performance indicators (linked to standard management tasks/skills) for the individual and/or the unit which he is managing.

If there is disagreement on the conclusions of the mid-term review, the probationer head of unit may request the Director to designate two Middle Managers in the Agency who are the most senior in the highest grade to give their opinions to the Director. The mid-term review, as confirmed or modified by the Director, after receiving this opinion, shall be considered final.

5. Final assessment for temporary agents already in service

The final assessment shall be drawn up no later than one month before the expiry of the management trial period. This final assessment shall provide a formal opportunity to make a definitive judgement as to whether the temporary staff has the necessary managerial ability and can remain in his function.

Where, during the management trial period, a temporary staff member is prevented, by sickness, maternity leave under Article 58 of the Staff Regulations[8] or accident, from performing his duties for a continuous period of at least one month, the Director, may, after hearing the temporary staff member, extend the management trial period by the corresponding length of time. The total length of this period shall in no circumstances exceed 15 months.

The final assessment shall be communicated to the probationer head of unit/department, who shall have the right to submit his comments in writing within a period of eight working days.

In cases of a reassignment, an internal or an inter-agency mobility, if the trial management period is deemed to have been unsuccessful, the Director, shall propose, subject to establishment plan availabilities and the technical profile of the probationer head of unit/department, reassignment to a non-management function.

The Director shall take the final decision, after hearing the temporary staff concerned and the Chair of the Administrative Board has given its opinion on the Director's proposal].

6. Final assessment for newly recruited Middle Managers

For ‘probationer heads of unit/department’ recruited following an external selection procedure the final assessment shall incorporate the normal probation report provided for in Article 14(3) of the CEOS. The decision to establish a newly recruited Middle Manager shall be taken on the basis of this assessment as well as on the basis of elements at the disposal of the AACC relating to the probationer Middle Manager's conduct with regard to Title II of the Staff Regulations[9].

The final assessment shall be drawn up no later than one month before the expiry of the trial period. Where, during the management trial period, a temporary staff is prevented, by sickness, maternity leave under Article 58 of the Staff Regulations or accident, from performing his duties for a continuous period of at least one month, the

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[8] Applicable to temporary staff by virtue of Article 16 of the CEOS.

[9] Applicable to temporary staff by virtue of Article 11 of the CEOS.

Director concerned may, after hearing the temporary staff, extend the management trial period by the corresponding length of time. The total length of this period shall in no circumstances exceed 15 months.

The final assessment shall be communicated to the probationer Middle Manager, who shall have the right to submit his comments in writing within a period of eight working days.

If at the end of the process the probation is deemed to have been unsuccessful, the Director shall propose termination of the employment. The Chair of the Administrative Board shall give its opinion on any proposal.

Following the opinion of the Chair of the Administrative Board, the Director shall take the final decision for persons recruited externally, after hearing the temporary staff concerned.

SECTION 7: A CAREER IN MIDDLE MANAGEMENT

Article 18: Mobility

The following rules on mobility shall apply.

1. Mobility is encouraged for all Middle Managers. This shall in no way restrict the right of the AACC to make use of Article 7(1) of the Staff Regulations (reassignment in the interest of the service).

   The mobility of Middle Managers from horizontal units/departments to operational units/departments – and vice versa – is strongly recommended. Similar moves from horizontal to operational functions (and vice versa) within a given unit/department are also encouraged.

Article 19: Voluntary opt-out

A Middle Manager may opt out from a management function at any stage during his career, either by applying for an adviser, senior expert or administrator function (following the publication of this function) or by requesting to be reassigned to a non-management function in the interest of the service (under Article 7(1) of the Staff Regulations). He shall continue to be entitled to the benefit provided for in the second paragraph of Article 44 of the Staff Regulations for a period of one year.

Article 20: Reassignment to a non-management function

Middle Managers may be reassigned to a non-management function whilst keeping their grade. Reassignment to a non-management function shall be possible in the following cases.

1. Insufficient managerial ability as a Middle Manager

   (a) In cases of a reassignment, an internal or an inter-agency mobility, reassignment following the trial period.

   A newly appointed Middle Manager may be reassigned to a non-management function in accordance with Article 17(5).

(b) Reassignment at any stage during a managerial career.

A procedure for reassignment to a non-management function may be launched by the Director if the performance of a Middle Manager or his managerial performance has been evaluated as unsatisfactory in the last annual report provided for in Article 43 of the Staff Regulations. It must be launched by the Director if the performance or managerial performance has been evaluated as unsatisfactory in two of the last three annual reports. Furthermore, the procedure may be launched by the Director in exceptional and duly justified cases.

The Director shall take the final decision, after hearing the temporary staff concerned and consulting the Chair of the Administrative Board.

2. Reassignment in case of revision of the organisation chart or in case of mobility encouraged by Article 18:

(a) Where the function occupied by a Middle Manager ceases to exist as a consequence of a revision of the organisation chart of the Agency, the Director may, after having examined the possibilities of reassignment to a vacant Middle Manager function in the Agency, reassign him to a non-management function.

3. In the cases referred to in paragraph 2, the temporary staff concerned shall be heard before the decision on the reassignment is taken. The temporary staff concerned shall continue to be entitled to the benefit provided for in the second paragraph of Article 44 of the Staff Regulations for a period of one year.

SECTION 8 –SPECIFIC CASES AND FINAL PROVISIONS

Article 21: Seconded heads of unit/department

1. A function of 'seconded head of unit/department' may be created to make it possible to second a Middle Manager in the interest of the service (under Articles 37(a) and 38 of the Staff Regulations[10]).

2. The function of seconded head of unit/department shall be created in the Agency of origin of the person concerned, in accordance with the applicable rules on modification of organisation charts. This function shall automatically cease to exist when, either at the end of the secondment or at the latest 12 months afterwards, the temporary staff is reassigned or appointed to a different function.

3. At the end of the secondment, the seconded Middle Manager shall return to the Agency of origin and occupy the function of seconded head of unit/department, pending reassignment in the interest of the service or appointment (following the publication of a function) to a middle management function within 12 months.

If, at the end of that 12-month period, the temporary staff has not been reassigned or appointed to a middle-management function, the Director shall, after hearing the temporary staff, reassign him to a non-management function.

4. A seconded Middle Manager shall be entitled to the benefit provided for in the second paragraph of Article 44 of the Staff Regulations, unless the remuneration carried by the function to which he is seconded exceeds his remuneration as Middle Manager.

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[10] Applicable to temporary staff referred to in Article (2f) of the CEOS by virtue of Article 51 thereof.

Article 22: Final provisions

1. The ACER Administrative Board Decision No 12/2018 of 6 September 2018 on middle management is repealed. However, Articles 3 and 4 of that Decision shall continue to apply for selection procedures which are published before the date of effect of the present Decision.
2. Commission Decision C(2016)3288 does not apply by analogy to the European Union Agency for the Cooperation of Energy Regulators.
3. The Human Resources Management shall be responsible for monitoring the implementation of this Decision.

Article 23: Date of effect and transitional provisions

This Decision shall take effect on the day following that of its adoption.

Done at Ljubljana, on 19 November 2026

For ACER's Administrative Board

The Chair

B. CHIRIŢOIU

ANNEX

COMPETENCIES REQUIRED TO APPLY FOR A MIDDLE MANAGEMENT POST

The list below further details the essential competencies middle managers need to have, acquire or develop, including essential people management skills, in order to perform effectively in their functions and to ultimately enhance organisational performance.

1. THESE REQUIRED CORE COMPETENCIES ARE:

- General *management* skills, including:
  - The ability to set and revise objectives for the unit/department within the overall strategic framework and priorities of the Agency;
  - The ability to determine and focus on priorities and to monitor and evaluate the progress made towards achieving the unit's/department's and team members' objectives set, in cooperation with the members of the team;
  - The ability to organise, assign and manage the unit's/department's work among the members of the team and to set them challenging but realistic objectives;
  - The ability to empower members of the team while ensuring that they understand what is expected of them and how their work contributes to the unit's/department's objectives;
  - The ability to choose co-workers and to build strong teams with complementary strengths suited to the efficient pursuit of the unit's/department's objectives;
  - The ability to motivate members of the team to achieve the desired results and also to provide regular feedback, acknowledge success and the need for improvement in order to enable them to achieve their objectives and greatest potential;
  - The ability to develop and support career development and learning opportunities for the members of the team.
- Communication skills
  - The ability to communicate clearly and present complex subjects simply, both orally and in writing, including to the members of the team;
  - The ability to solicit inputs from and listen to staff, partners, and stakeholders.
- Interpersonal skills
  - The ability to deal with people effectively, respectfully and courteously;
  - The ability to build productive and cooperative working relationships with hierarchy and other units, departments and colleagues;

- Negotiation skills
  - The ability to steer discussions and generate the best possible results without compromising productive working relationships with the other parties involved;
- Previous mobility within the institution
  - Proven ability to carry out the functions in different environments and/or overall knowledge of the Institution, gained notably through inter-Agency mobility, should constitute an important advantage and might be deemed essential for the appointment to certain head of unit/department posts.

2. TECHNICAL QUALIFICATIONS INCLUDE POINTS OF THE FOLLOWING TYPE:

- Familiarity with administrative, financial and oversight issues
  - The temporary staff must have a good knowledge of the administrative and financial circuits within the Agency and, ideally, experience of them. A high degree of competence in handling budgetary resources and/or in organising work, resources and procedures to achieve operational efficiencies and value for money could be of key importance, depending on the post in question.

3. SPECIALIST KNOWLEDGE COMPRISES POINTS SUCH AS:

- Knowledge of EU policies, languages, legislation and programmes, particularly those relevant to the post in question
  - Occupying a middle management post efficiently and effectively requires possession of these competencies to a high degree. The relative weighting of the various elements will depend largely on the particular features of each post.