

Brussels, 09/02/2026

**Recruitment Notice No CORAD-5/03/26/EPP  
concerning one Administrator position M/F  
(Temporary staff member, grade AD5)  
for the European People's Party (EPP) Group  
the European Committee of the Regions**

## **I. INTRODUCTION**

The Authority empowered to conclude contracts, in agreement with the President of **the European People's Party (EPP) Group in the European Committee of the Regions (CoR)**, has decided to open a **selection procedure for the purpose of recruiting one temporary staff member pursuant to article 2(c) of the Conditions of Employment of Other Servants of the European Union (CEOS) and decision 31/2018 of the Secretary-General of the European Committee of the Regions related to the recruitment of temporary staff.**

### **About the EPP Group**

The European People's Party (EPP) Group is a driving force in the European Committee of the Regions (CoR) composed of 329 local and regional representatives (and their 329 alternates) from all over the European Union.

The EPP Group is the largest political group in the CoR. The CoR's political groups transcend nationality and allow local and regional representatives to align themselves along shared political beliefs and to work closely with members from other countries which is the most effective way to reach a broad political consensus.

CoR members elaborate Europe's cities' and regions' opinions on key policies and legislation and debate and vote on these in the CoR's plenary sessions in Brussels.

Under the EPP/CoR motto: Think globally - act locally, decisions should always be taken at the level closest to citizens, in line with the principle of subsidiarity.

The EPP Group secretariat assists the President and the members of the EPP Group, carries out in-depth work ahead of CoR commissions meetings and plenary sessions and ensures full support to the EPP Group coordinators in order to facilitate their task of securing group cohesion and of dealing with their counterparts. Moreover, the Secretariat liaises with its counterparts in the European Parliament

and the European People's Party to ensure the smooth cooperation with the extended European network.

**Place of employment:** Brussels  
**Post:** Temporary staff  
**Grade:** AD 5  
**Indicative timetable for the selection procedure:**

Closing date for application: 9 March 2026 **at noon (Brussels time)**  
Assessment of eligibility: March 2026  
Written test: Second half of April 2026  
Oral test: Second half of May 2026  
Entry into service: 1 September 2026

## **II. NATURE OF THE DUTIES AND PROFILE**

The qualified temporary staff member will be responsible, under the authority of the Group's President and its Secretary-General, for the political preparation of the meetings of the CoR commissions, plenary sessions, and other political initiatives and for the follow-up of the inter-institutional relations.

The main duties of the political advisor are to:

- prepare briefings for the EPP Group political coordinators;
- to advise EPP members in the different CoR commissions;
- provide support to EPP rapporteurs for the drafting of their opinions and for the elaboration of amendments and oral compromises;
- prepare voting lists and participate in negotiations with the other political Groups' secretariats and administrative units;
- facilitate contacts with the relevant counterparts in the European Parliament;
- contribute to the organisation of events on themes of political importance for the EPP Group;
- contribute to the drafting of media briefing notes, press releases, communication campaigns, content for the web and for social media networks;
- support the President and other CoR political leaders of the EPP Group by drafting briefing notes and speeches.

### III. ELIGIBILITY

The selection procedure is open to candidates who meet the following conditions on the closing date for applications:

#### A. General conditions

Under article 12(2) (a) of the CEOS, each candidate must:

- be a national of a Member State of the European Union;
- have fulfilled any obligations concerning statutory military service;
- have produced the necessary character references for performance of the duties concerned (the successful candidate will be required to provide an extract from his/her police record or equivalent document before recruitment);
- be physically fit to perform the duties linked to the post (the successful candidate will be examined by the CoR Medical Officer before recruitment).

#### B. Specific conditions

##### 1. Diplomas and professional experience:

- have completed a university education of at least three years attested by a diploma, preferably in political science, international relations or European affairs;

##### 2. Knowledge and competencies:

- have very good knowledge of the European Union's institutional structures, policies and activities;
- experience or knowledge of the organisation, activities and objectives of the EPP European family, and be committed to the EPP values;
- a strong team-player attitude;
- a good ability to adapt to a fast-paced environment;
- be able to manage multiple projects simultaneously;
- have developed negotiation and networking skills.

In addition, the ideal candidate will have:

- a good knowledge of how the relevant EU policies relate to local and regional authorities;
- experience in working directly with politicians of the EPP political family;
- strong communication, presentation and negotiation skills;
- good organisational and prioritisation skills;
- a minimum of a 3-year professional experience as main field of activity in the political preparation and coordination, obtained after the completion of the aforementioned

university education;

- a broad general education and specific knowledge of some of the policies treated in the six CoR commissions:
  - the Commission for Territorial Cohesion Policy (COTER)
  - the Commission for Economic Policy (ECON)
  - the Commission for Social Policy, Education, Employment, Research and Culture (SEDEC)
  - the Commission for Naturel Resources (NAT)
  - the Commission for Environment (ENVE)
  - the Commission for Citizenship, Governance, Institutional Affairs & External Relations (CIVEX)

### 3. Language skills:

A thorough knowledge of one of the 24 official languages of the EU and at least a satisfactory knowledge of a second official language of the Union. For functional reasons, a very good knowledge of English is required. For candidates having English or French as their mother tongue, they will be required to sit the multiple-choice test and the written editorial assignment in the other one of the two languages<sup>1</sup>.

### 4. IT skills:

Excellent knowledge of current office software (Word, Excel, Outlook, PowerPoint, database research).

## IV. SELECTION PROCEDURE

The selection procedure is based on **qualifications, multiple choice test, a written assignment and an oral interview.**

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<sup>1</sup> In view of the nature of the duties to be carried out, this requirement is necessary in order to strike a balance between the need to ensure the recruitment of staff members possessing the highest levels of competence, performance and integrity, and the interests of the service, which requires the candidates to be immediately operational and capable of communicating effectively within the institution as part of their daily work in one of the languages most used as an internal lingua franca by the officials and staff of the Union. Testing the linguistic knowledge of candidates during the recruitment procedure is therefore a reasonable way of verifying this aspect of the candidates' ability to carry out duties in the EPP Group. For candidates having English or French as their mother tongue, they will be required to sit the tests in the other of the two languages.

**All correspondence with the applicants will take place by email. Applicants are responsible for informing the HR department of the CoR in writing of any changes of their email address. The HR department of the CoR cannot be held responsible for the non-delivery of emails.**

**A. Eligibility**

The list of all applications received will be drawn up by the HR department of the CoR and submitted to the selection panel.

Applicants who:

- do not meet the general conditions for admission and the specific conditions regarding diplomas (set out under Section III "Eligibility", points A and B.1),
- submitted their applications after the closing date of **9 March 2026 at noon (Brussels time)**,
- did not submit all documents in the form and content as required in Appendix 1

will be excluded by the selection panel from the selection procedure and be informed thereof by e-mail by the HR department.

**B. Pre-selection procedure based on qualifications**

Among applicants meeting the conditions of eligibility specified in point A, the selection panel will select those who have the best qualifications and the most relevant professional experience with regard to the criteria described in Section II of the recruitment notice "Nature of the duties and profile".

The selection panel will carry out this selection based on the applicants' motivation letter and the CV backed up by supporting documents by using a pre-established evaluation grid based on the specific conditions set out in Section III B, points 2, 3 and 4.

After pre-selection, fifty candidates with the best scores will be shortlisted and admitted to the multiple-choice test.

Applicants who have not been pre-selected by the selection panel will be informed in due time by e-mail by the HR department of the CoR.

**C. Invitation to the tests**

Pre-selected applicants will be invited to the next stage of the competition by email by the HR department of the CoR.

Please note that the selection panel may disqualify any applicant if, at any stage of the selection

– procedure, it finds that s/he does not meet one or more of the general conditions governing admission to the selection procedure, or the claims made in her/his application are not substantiated by appropriate supporting documents or prove to be inaccurate.

## **V. TESTS**

### **A. Multiple-choice test**

The multiple-choice test will be provided in English (or in French for candidates having English as their mother tongue). The multiple-choice test will take the form of a questionnaire that assesses the applicant's knowledge in the field of EU institutions and current political affairs.

The test will be held on a computer remotely, in a controlled IT environment.

Duration of the test: 60 minutes

Marking: 0 to 40 points

Minimum pass mark: 25 points

The candidates will be assessed anonymously.

Only the 20 best applicants who have achieved the highest score in the multiple-choice test will be invited to the written assignment by the HR of the CoR.

### **B. Written assignment**

The written assignment will take the form of two editorials. For functional reasons linked to the duties of the post, the written assignment will need to be carried out in English, except for the candidates having English as their mother tongue, they will be required to sit all the tests in French.

The written assignment will be held on a computer remotely, in a controlled IT environment.

The assignment will be carried out to evaluate the analytical, written and communication skills. Candidates will be provided with a text which will serve as a basis for this part of the assignment. No prior knowledge is tested at this stage.

Duration of the tests: 120 minutes

Marking: 0 to 20 points for each written test

Minimum pass mark: 10 points for each written test

The written assignment will be corrected twice in an anonymous way on the basis of a pre-established evaluation grid pursuant to the requirements as set out under Section II "Nature of duties and profile".

An average mark will be awarded to each applicant based on the two marks received from at least two different assessors designated among or by the selection panel for each test.

The 10 candidates with the highest score will be invited to the oral interview.

The applicants will be informed in due time about the result of their written assignment and whether they are invited to the oral test by the HR department of the CoR.

### **C. Oral interview**

The oral interview will assess the applicant's motivation, competencies, knowledge and suitability to perform the tasks listed in Section II "Nature of duties and profile", as well as sound situational judgement based on the CoR Competency framework (see Appendix 4).

The interview will be held primarily in English. Other language skills declared by the applicants in the application form may also be checked.

Duration of the test: 40 minutes

Marking: 0 to 40 points

Minimum pass mark: 20 points

The selection panel will evaluate the applicants on the basis of a pre-established evaluation grid pursuant to the requirements as set out under Section II "Nature of duties and profile".

The applicants who have achieved the pass mark (20/40) will be ranked by decreasing order of merit. All candidates having scores below the pass mark will be eliminated. All candidates invited to the oral interview will be informed about the result of the selection procedure. A reserve list may be established for future recruitment for the same profile. Such a reserve list would be valid for one year, with the possibility of renewal based on the needs of the service.

## **VI. RECRUITMENT PROCEDURE**

The recruitment will be done at grade AD 5 following the provisions of article 2c) of the CEOS. This open-ended contract includes a mandatory nine-month probationary period.

## VII. SELECTION PANEL

The selection panel, appointed by the Authority empowered to conclude contracts, will comprise three EPP-CoR Group staff members, one representative of the Staff Committee and one representative of the Directorate for Human resources and finance.

The works of the selection panel are secret and governed by this recruitment notice and the Staff Regulations. The selection panel examines the applications on the basis of pre-established evaluation grids and documents the results by a reasoned decision. An equal treatment of the applicants is ensured at each level of the procedure.

Under no circumstances should applicants approach the selection panel, either directly or indirectly, concerning this recruitment procedure. It reserves the right to disqualify any applicant who disregards this instruction.

## VIII. APPLICATION

Applicants must send their full application file consisting of the documents listed in **Appendix 1** via the [Online application form](#).

**Closing date for applications: 9 March 2026 at noon (Brussels time)**

The date and time of dispatch of the e-mail will be taken to be the date and time of submission of the application.

**Applications must be submitted in pdf format. The scanned documents must be legible. It is requested that the supporting documents are scanned in a separate file and submitted as explained in Appendix 1.**

**Applications sent by registered or ordinary post will not be considered. The HR department of the CoR will not accept applications that are submitted in person.**

Applicants are asked not to telephone to inquire about the timetable for the procedure.

It is the responsibility of applicants to contact the HR department of the CoR if they have not received any automatic acknowledgment of receipt of their application after submitting their complete application form.

Applications must be drawn in English or French.

Candidates whose diplomas or employment-related documents are in a language which is not an official language of the EU should enclose a (non-official) translation.

## IX. OTHERS

The provisions concerning the request for review of the selection panel decision, appeals, and complaints to the European Ombudsman, equal opportunities, access to documents and protection of personal data are explained in detail in Appendix 3.

Each applicant is required to take acknowledgement of Appendix 3 and enclose it signed and dated to the application.

CoR Secretary-General

Petr Blížkovský

## **APPENDIX 1**

### **LIST OF DOCUMENTS TO BE SUBMITTED VIA THE [ONLINE APPLICATION FORM](#)**

1. An up-to-date Curriculum Vitae (in Europass format, see: <http://europass.cedefop.europa.eu>), written in English or French;
2. Motivation letter, written in English or French, of maximum 2 pages;
3. Other supporting documents, merged into one PDF file:
  - i. Application form with formal declaration (Appendix 2), dated and signed;
  - ii. Appendix 3 "Requests for review – appeals – complaints to the European Ombudsman – equal opportunities – access to documents – protection of personal data", dated and signed to acknowledge receipt;
  - iii. Copy of passport or national identity card.
  - iv. Copies of supporting documents relating to the university education;
  - v. Copies of supporting documents relating to the professional experience ...

PLEASE DO NOT PROVIDE MORE DIPLOMAS OR PROFESSIONAL CERTIFICATES THAN REQUIRED AT THIS STAGE OF THE PROCEDURE AND BE AWARE OF THE FACT THAT ALL E-MAILS OF MORE THAN 10MB MIGHT BE AUTOMATICALLY REJECTED BY THE SERVER.

INCOMPLETE APPLICATIONS WILL BE AUTOMATICALLY REJECTED.

**APPENDIX 2**

**RECRUITMENT NOTICE NO COR/TA/AD5/03/26  
APPLICATION FORM**

I hereby submit my application for the above-mentioned **selection procedure**

**Full name:** .....

**Contact email:** .....

**Contact mobile telephone number:** .....

Language skills:

1) Mother tongue: .....

2) Other languages.....

Please note that at least one of the editorial tests must be sit in English. Candidates having English or French as their mother tongue will be required to sit the two editorial written tests in the other of the two languages.

**FORMAL DECLARATION**

I declare that the information and all the documents provided in my application are both truthful and complete.

I declare on my honour that:

- i. I am a national of one of the Member States of the European Union;
- ii. I enjoy my full rights as a citizen;
- iii. I have fulfilled any obligations imposed by the laws concerning military service;
- iv. I am able to produce the appropriate character references as to my suitability to perform the duties envisaged;
- v. as far as I am aware, I meet the physical fitness conditions required for the performance of the duties envisaged.

I am aware:

- that my application will be rejected if I do not send the requested documents in accordance with the instructions specified in the recruitment notice;
- that any false declaration will cause the automatic annulment of my application.

Date: .....

Signature: .....

### **APPENDIX 3**

#### **PROVISIONS REGARDING**

#### **REQUESTS FOR REVIEW – APPEALS – COMPLAINTS TO THE EUROPEAN OMBUDSMAN – EQUAL OPPORTUNITIES – ACCESS TO DOCUMENTS – PROTECTION OF PERSONAL DATA**

##### **REQUESTS FOR REVIEW:**

You can request a review if:

- the selection panel has failed to abide by the provisions governing the selection procedure;
- the selection panel has failed to abide by the provisions governing its work.

Please note that the selection panel enjoys a broad measure of discretion in assessing whether and to what extent your answers are correct or incorrect. It is therefore not worth contesting your marks unless there has been a manifest error in law or in fact.

You must submit your duly substantiated request within five working days of the date of dispatch of the rejection email. The address is the same as for submitting applications. The HR department will forward your letter to the selection panel members, who will examine it and reach a decision within five working days.

In the subject line of your letter, please quote:

- the recruitment notice number,
- "request for review" ("*demande de réexamen*"),
- the stage of the selection concerned (non-admission, final result, etc.).

##### **APPEALS:**

At any stage of the selection procedure, if you believe that the CoR or the selection panel has acted unfairly or not respected the provisions of the recruitment notice, and that you have been disadvantaged as a result, you can lodge an administrative complaint under Article 90(2) of the Staff Regulations of Officials of the European Union, by sending an e-mail to the secretary general at the same functional address:

[recruitment@cor.europa.eu](mailto:recruitment@cor.europa.eu)

In the subject line of your letter, please quote:

- the recruitment notice number,
- "complaint Article 90(2) of the Staff Regulations" ("*réclamation article 90, paragraphe 2, du statut*"),
- the stage of the selection concerned (non-admission, final result, etc.).

Please note that the selection panel enjoys a broad measure of discretion.

It is not worth submitting a complaint against a decision by the selection panel, as they operate completely independently and their decisions cannot be overturned by the Authority empowered to conclude contracts of the institution. That broad measure of discretion is subject to checks only in the event of a clear violation of the rules governing their work. In that event, a decision by the selection panel may be challenged directly before the Court of Justice of the European Union without a complaint having first been lodged under Article 90(2) of the Staff Regulations. An appeal can be lodged under Article 270 of the Treaty on the Functioning of the European Union and Article 91 of the Staff Regulations with the

General Court  
Boulevard Konrad Adenauer  
2925 Luxembourg  
Luxembourg

For details of how to submit an appeal, please consult the website of the General Court ([https://curia.europa.eu/jcms/jcms/Jo2\\_7033/en/](https://curia.europa.eu/jcms/jcms/Jo2_7033/en/)).

For both procedures, the time limits start to run from the date you are notified of the decision which is the subject of the appeal.

## COMPLAINTS TO THE EUROPEAN OMBUDSMAN

Like all citizens of the European Union, you may lodge a complaint with the:

European Ombudsman  
1, avenue du Président Robert Schuman  
CS 30403  
67 001 Strasbourg  
France  
<http://www.ombudsman.europa.eu/media/en/default.htm>

Please note that complaints made to the European Ombudsman have no suspensive effect on the period of time laid down in Article 90(2) and Article 91 of the Staff Regulations for lodging complaints or appeals with the General Court under Article 270 of the Treaty on the Functioning of the European Union. Similarly, please note that, under Article 2(4) of the general conditions governing the performance of the Ombudsman's duties, any complaint lodged with the Ombudsman must be preceded by the appropriate administrative approaches to the institutions and bodies concerned.

## **EQUAL OPPORTUNITIES**

The CoR will take care to avoid any form of discrimination during the selection. It applies an equal opportunities policy and accepts applications without any discrimination based on sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age, sexual orientation, marital status or family situation.

Applicants with a disability are invited to indicate any special needs they may have in a sealed confidential note attached to their application. This request will be handled in complete discretion, and no record of it will be kept.

## **REQUESTS FROM APPLICANTS FOR ACCESS TO DOCUMENTS DIRECTLY CONCERNING THEM**

Applicants have a specific right of access to certain information concerning them directly and individually.

Applicants admitted to the tests may obtain, on request, a copy of their individual assessment sheet including the selection panel's remarks on their performance. All requests for copies must be made within one month of the date on which the email notifying the decision to end the applicant's participation in the selection was sent. The information will however only be provided to applicants after the selection panel has established the list of suitable applicants for recruitment.

Requests will be dealt with in accordance with the requirement for the work of the selection panel to be confidential and in compliance with the rules on the protection of individuals with regard to the processing of personal data.

## **PROTECTION OF PERSONAL DATA**

The CoR, as the body responsible for organising this selection, shall ensure that applicants' personal data is processed in strict compliance with Regulation (EU) No 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC)No 45/2001 and Decision No 1274/2002/EC (Official Journal of the European Union L 295/39, 21.11.2018), particularly as regards confidentiality and security.

The CoR Data Protection Officer provides an independent advisory function as regards the application of Regulation 2018/1725 and is required to keep a central register of all the records of processing activities on personal data carried out by the institution.

Personal data will be collected and processed solely for the purpose of organising this selection and managing the resulting list of suitable applicants (including aspects relating to any internal or external audits or any legal proceedings relating to the selection).

The recipients of the data are:

- the staff in charge of the recruitment procedure within the Directorate for Human resources and finance;
- the members of the selection panel;
- where applicable, the Legal Service;
- where applicable, the internal audit service, the Court of Auditors, the disciplinary authorities, OLAF and the Court of Justice.

Applicants have a right of access, rectification, blocking, erasure and objection (e-mail: [recruitment@cor.europa.eu](mailto:recruitment@cor.europa.eu)) on request for the rights of access and rectification.

Applicants have access to their applications, for which they have a right of rectification:

- with regard to the documents demonstrating eligibility, up until the closing date for applications;
- with regard to identity data, with no time limit.

Right of blocking, objection and erasure: within five working days of receipt of the request.

Documents relating to the selection procedure (including those relating to the rejected applicants) will be kept by the responsible department in the administration for five years following recruitment of suitable applicant(s) (this period is justified by the need to be able to respond to a possible audit procedure).

With regard to successful selection procedure applicants who have not been recruited, documents concerning them that were obtained when they registered for the selection will be kept for two years after the list expires.

With regard to successful applicants who are recruited, the documents concerning their selection, their application file and a copy of the list will be placed in their personal files.

Any documents concerning a request relating to a disability will be destroyed after the end of the procedure, unless the said request resulted in costs being incurred, in which case they will be kept for five years (this period is justified by the need to be able to respond to a possible audit procedure).

Once the retention period has elapsed, the documents will be destroyed.

Applicants' attention is drawn to the fact that they have the option of contacting the CoR's Data Protection Officer: [data.protection@cor.europa.eu](mailto:data.protection@cor.europa.eu), and of contacting the European Data Protection Supervisor at any time: [edps@edps.europa.eu](mailto:edps@edps.europa.eu).

Received by the applicant:

Date: .....

Signature: .....

## **APPENDIX 4**

### **THE COR COMPETENCY FRAMEWORK**

A Competency Framework is a structure that sets out and defines each competency required by individuals who work in the institution. As such it can be described as a model that broadly establishes the blueprint for performance, staff management and staff development.

The CoR Competency Framework contains **6 fundamental values**:

- **Professionalism** (sense of responsibility, sense of initiative)
- **Integrity** (uphold rules and procedures, conduct in respect of statutory obligations)
- **Respect** (collegiality, respect of others, care for the work environment)
- **Commitment** (engagement towards the CoR mission, to its objectives and to the team)
- **Service orientation** (responsive to others' needs, ability to see matters from others' perspective)
- **Common identity** (loyalty to the EU and to the institution, institutional awareness, purposeful sense of belonging)

In addition to this there are **8 core competencies** for all staff:

- **Critical thinking, analysing and creative problem-solving**
- **Decision making and getting results**
- **Information management (digital and data literacy)**
- **Interaction and communication**
- **Intrapreneurship**
- **Learning as a skill**
- **Self-management, prioritising and resilience**
- **Working together**

### **Critical thinking, analysing and creative problem-solving**

#### **Definition**

Thinks holistically and translates complex information into creative and innovative solutions. Identifies the key elements in any given situation, anticipates issues, understands their implications and develops solutions based on sound judgement and by evaluating available information and resources.

### **Indicators**

- Differentiates the essential from less crucial elements and manages to integrate information coming from different sources.
- Identifies possible ways forward taking a range of points of view and positions into consideration.
- Manages complex information and concepts well.
- Establishes connections between elements that go beyond their own area of responsibility and the here and now. Anticipates possible impact with regard to the bigger picture.
- Generates original ideas and innovative solutions to problems by thinking out-of-the-box.
- Identifies the causes of problems and proposes realistic and practical solutions to address them.

## **Decision making and getting results**

### **Definition**

Takes personal responsibility and initiative for consistently delivering work to a high standard of quality within set procedures and with respect to available resources. Takes informed decisions according to the level of responsibility.

### **Indicators**

- Accurately identifies and stays focused on objectives/priorities/assigned tasks.
- Delivers outputs for which one has responsibility within prescribed time, cost and quality standards.
- Pays attention to detail and accuracy without losing sight of overall task.
- Adopts a practical course of action: flexibly adapts and chooses the most opportune action considering the situation and workload.
- Ensures proactively consistent and adequate productivity and delivers tangible results

## **Information management (digital and data literacy)**

### **Definition**

Translates knowledge and skills through digital tools and technologies, optimises ways of working by utilising the digital environment.

### **Indicators**

- Uses relevant sources and different search strategies to fulfil the information needs arising from complex tasks.
- Assesses critically the credibility and reliability of sources, data, information and content in digital environments.
- Selects and applies appropriate digital tools and technologies.
- Shows willingness to invest time proactively in keeping up to date with digital evolution.

## **Interaction and communication**

### **Definition**

Conveys information and opinions clearly both in writing and orally, facilitates interaction and engages effectively with others.

### **Indicators**

- Presents oral and written information in a clear, concise and comprehensive manner.
- Listens to others and responds appropriately.
- Adapts language and style for the audience and purpose.
- Demonstrates openness in sharing information and keeping people informed.
- Reserves and protects information appropriately and treats sensitive or confidential information accordingly.

## **Intrapreneurship**

### **Definition**

Takes initiatives to achieve individual and shared objectives or suggests improvements in his/her work and acts autonomously.

### **Indicators**

- Demonstrates initiative, removes barriers and thinks creatively ahead.
- Takes on new challenges and initiates change, takes the lead when required.
- Acts as a role model for the department.

## **Learning as a skill**

### **Definition**

Actively manages own learning by continuously developing oneself professionally and personally to enhance job performance and the knowledge of the organisation and its environment.

### **Indicators**

- Actively seeks to develop oneself professionally and personally and takes ownership of their career development.
- Purposefully manages personal growth: strives to understand own strengths and weaknesses.
- Responds positively to feedback and to constructive criticism.
- Seizes every opportunity to learn, even from failure.
- Identifies opportunities to apply lessons learned and improve their performance.

## **Self-management, prioritising and resilience**

### **Definition**

Organises own tasks based on evolving priorities, demonstrates responsibility and implements change with a constructive attitude at all times. Remains effective and flexible even during periods of heavy workload.

## Indicators

- Identifies priority activities, organizes own work efficiently and adjusts priorities as required.
- Adapts effectively to change.
- Is willing to take on evolving responsibilities as necessary in the interest of the service.
- Deals with setbacks as challenges or learning opportunities.
- Persists and perseveres in overcoming obstacles.
- Reframes problems to find fresh approaches.

## Working together

### Definition

Demonstrates cross-functional cooperation and contributes to a diverse and inclusive working environment. Cooperates constructively, assists others and shares knowledge.

### Indicators

- Contributes to positive dynamics of the team.
- Encourages cooperation between teams and identifies themselves with the common goals and interests.
- Respects plurality of points of view, and strives for compromise in situations of conflict.
- Embraces diversity and fosters an environment of inclusion, strives to treat all others equally and with fairness.

Proactively shares knowledge for the benefit and learning of others on an ongoing basis.