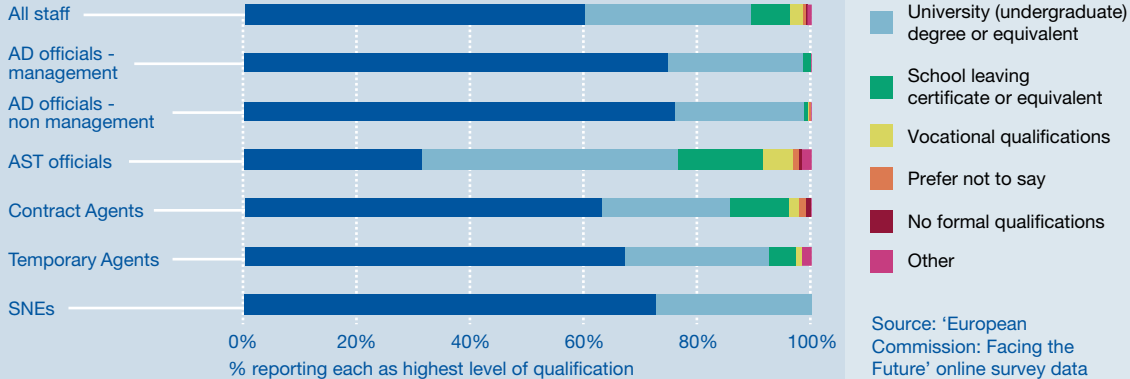
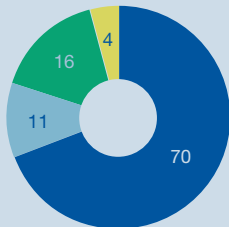


## Appendix 1.a Highest educational level by staff category



Appendix 1.b 'Staff should be employed on the broadest geographical basis from among the nationals of all member states without the reservation of posts for nationals of any particular member state'

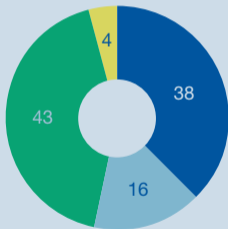
(% reporting each response)



Source:

'European Commission: Facing the Future' online survey data

## Appendix 1.c The Commission needs a quota system to ensure that the number of staff from each member state reflects its share of the EU population (% reporting each response)

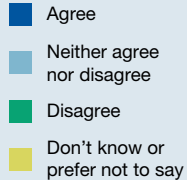
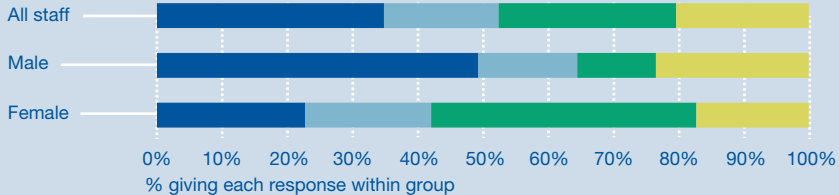


- Agree
- Neither agree nor disagree
- Disagree
- Don't know or prefer not to say

Source:

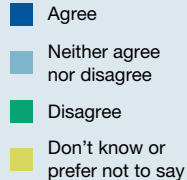
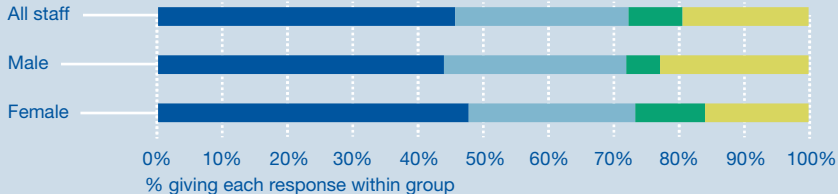
'European Commission: Facing the Future' online survey data

## Appendix 1.d 'It is as easy for women to advance their careers in the Commission as men.'



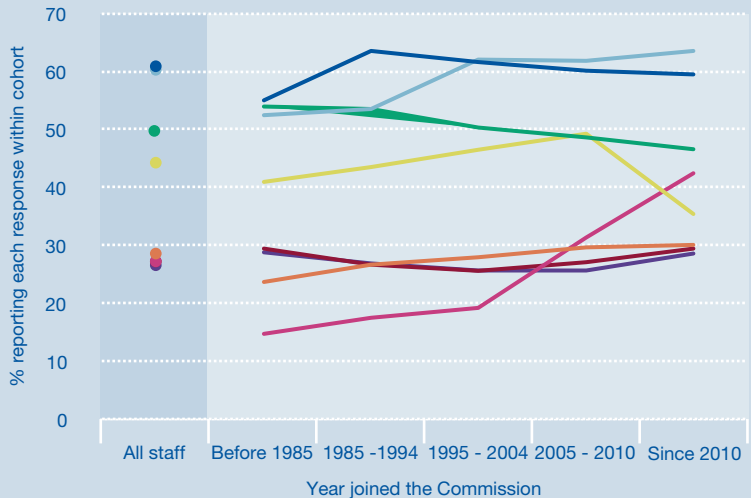
Source: 'European Commission: Facing the Future' online survey data

## Appendix 1.e 'My manager acts to promote gender equality.'



Source: 'European Commission: Facing the Future' online survey data

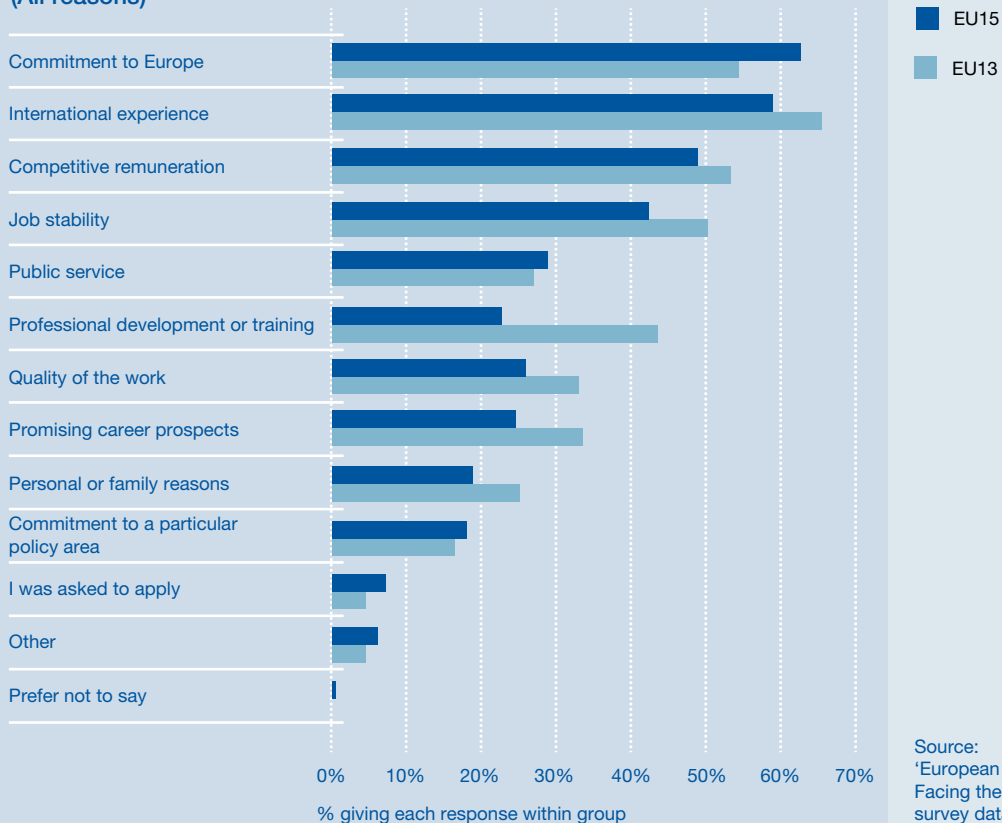
## Appendix 2.a Why did you choose to follow a career in the Commission? (Top eight reasons).



- Commitment to Europe
- International experience
- Competitive remuneration
- Job stability
- Public service
- Quality of the work
- Promising career prospects
- Professional development or training

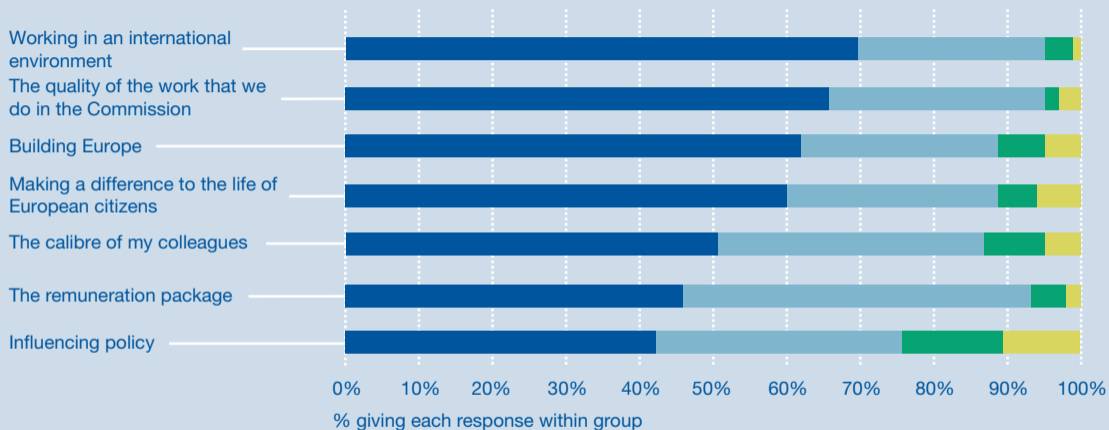
Source:  
 'European Commission: Facing the Future' online survey data

## Appendix 2.b Why did you choose to follow a career in the Commission? (All reasons)



Source:  
'European Commission:  
Facing the Future' online  
survey data

## Appendix 2.c What do you value most about working in the Commission?



Source: 'European Commission: Facing the Future' online survey data

Extremely/  
very important

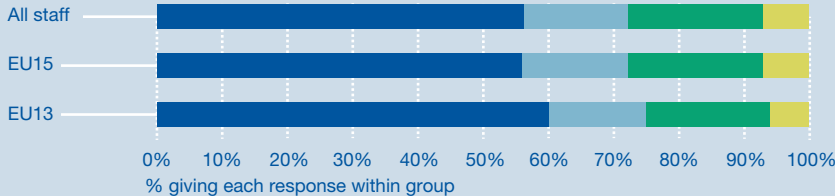
Important

Not Important

Don't know or  
prefer not to say



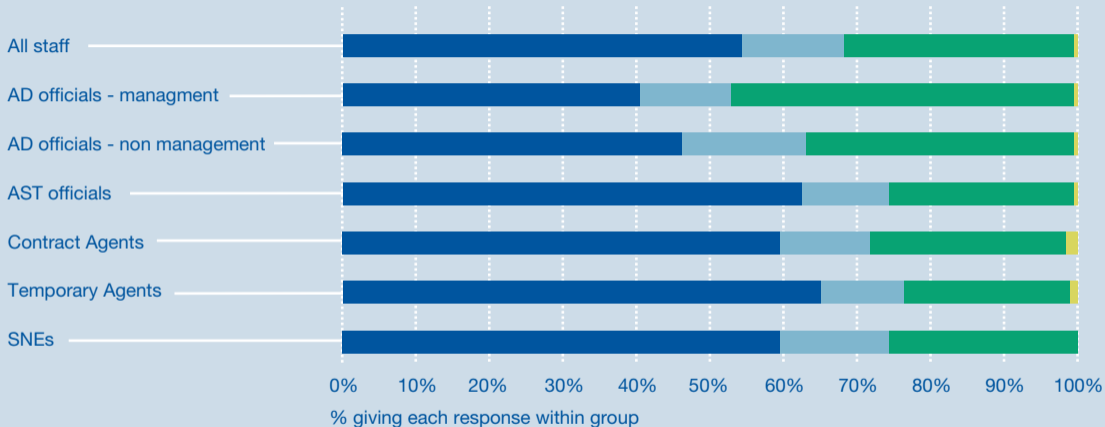
## Appendix 2.d Compared to people doing a similar job in other organizations I feel I receive a fair remuneration package



- Agree
- Neither agree nor disagree
- Disagree
- Don't know or prefer not to say

Source: 'European Commission: Facing the Future' online survey data

## Appendix 2.e I have a manageable workload and can complete what is expected of me within the official working week



Source: 'European Commission: Facing the Future' online survey data

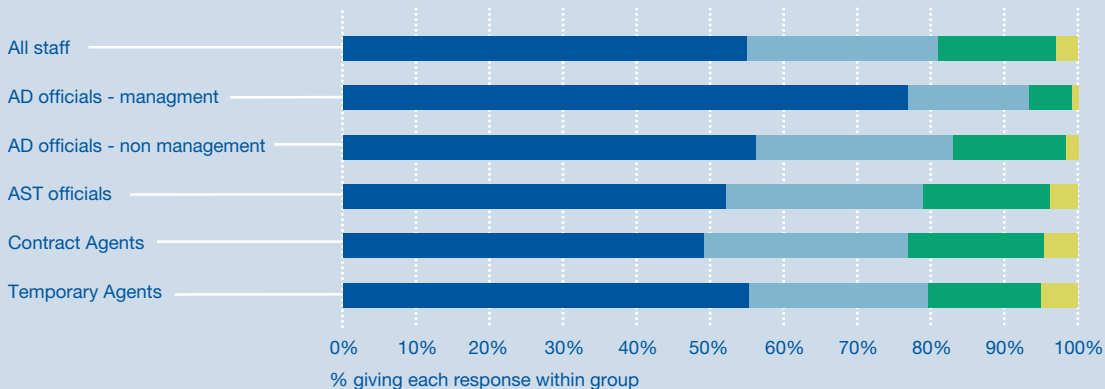
Agree

Neither agree nor disagree

Disagree

Don't know or prefer not to say

## Appendix 2.f I feel a strong personal attachment to the Commission



Source: 'European Commission: Facing the Future' online survey data

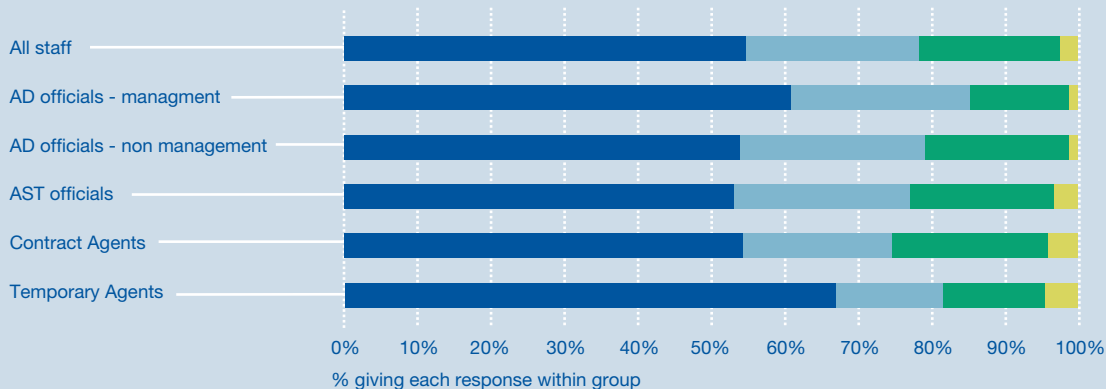
Agree

Neither agree nor disagree

Disagree

Don't know or prefer not to say

## Appendix 2.g The Commission is a good employer



Source: 'European Commission: Facing the Future' online survey data

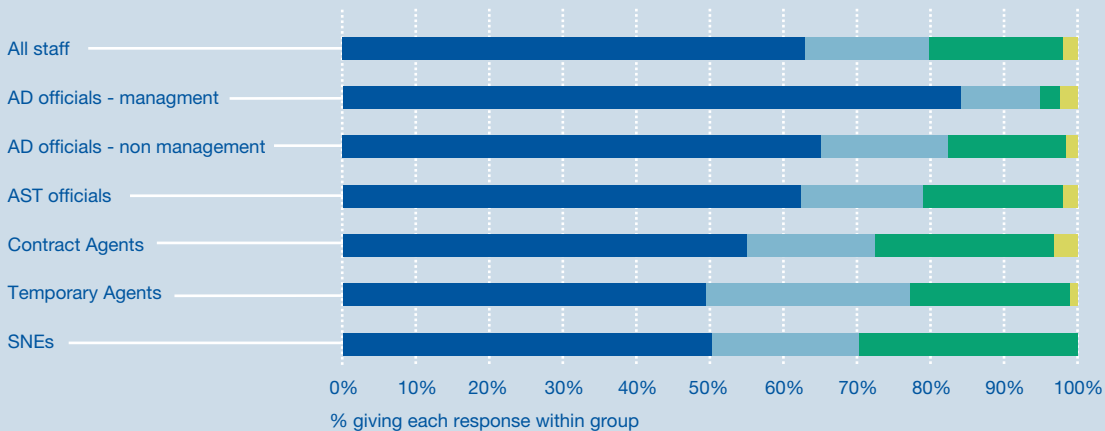
Agree

Neither agree nor disagree

Disagree

Don't know or prefer not to say

## Appendix 2.h The work of my team is managed effectively



Source: 'European Commission: Facing the Future' online survey data

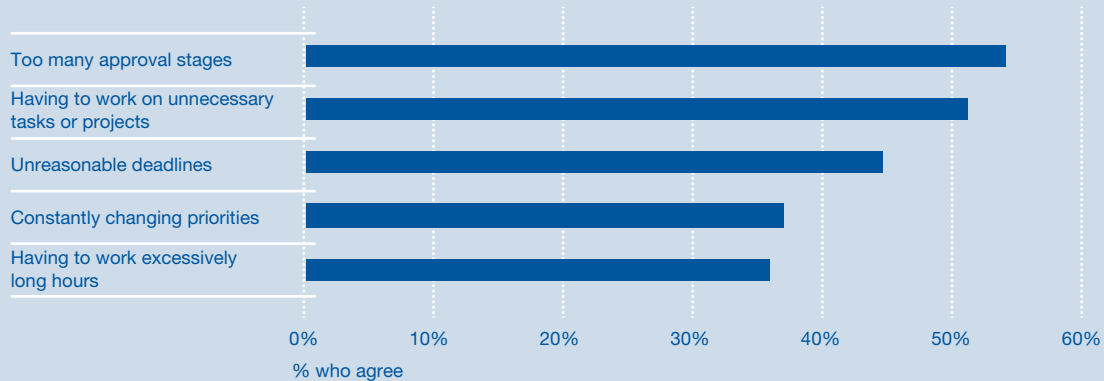
Agree

Neither agree nor disagree

Disagree

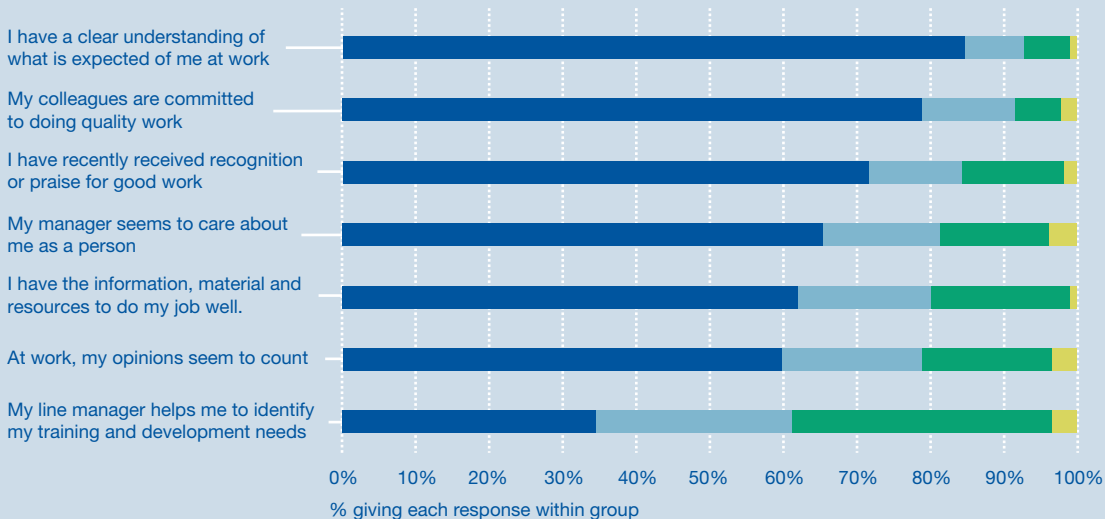
Don't know or prefer not to say

## Appendix 2.i I feel the quality of my work suffers due to...



Source: 'European Commission: Facing the Future' online survey data

## Appendix 2.j Engagement Index Components



Source: 'European Commission: Facing the Future' online survey data

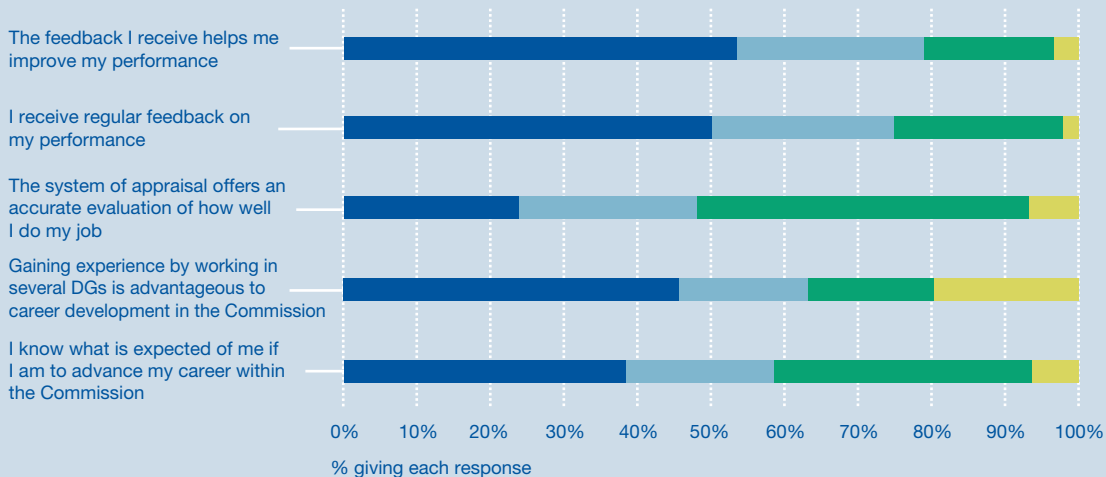
■ Agree

■ Neither agree nor disagree

■ Disagree

■ Don't know or prefer not to say

## Appendix 2.k Experience of feedback from management and support for career development

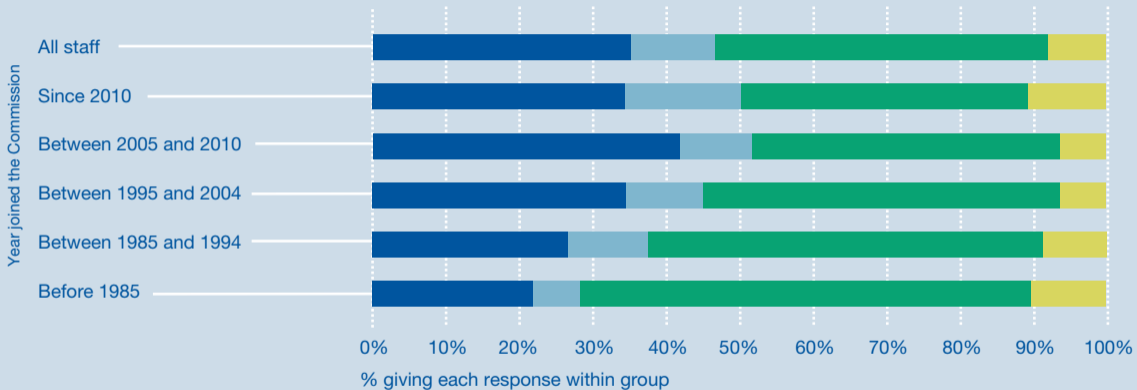


Source: 'European Commission: Facing the Future' online survey data





## Appendix 2.1 I have seriously considered applying for a job outside the Commission in the last three years



Source: 'European Commission: Facing the Future' online survey data

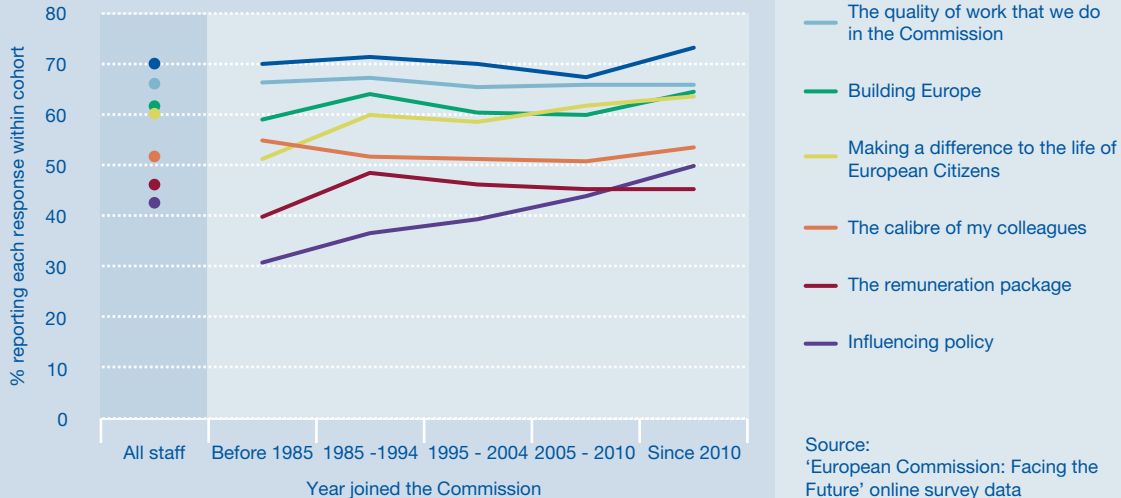
Agree

Neither agree nor disagree

Disagree

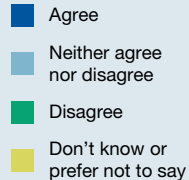
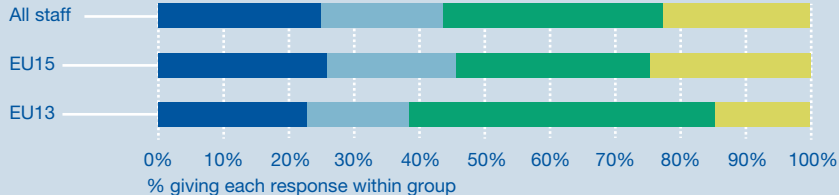
Don't know or prefer not to say

## Appendix 2.m What do you value most about working for the Commission?



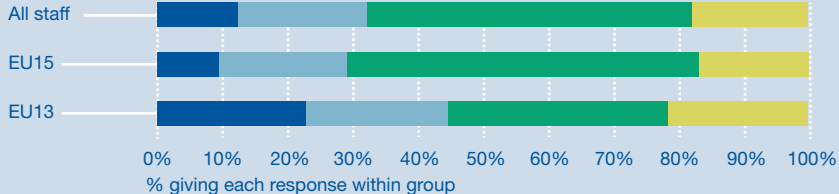
Source:  
 'European Commission: Facing the Future' online survey data

## Appendix 3.a The 2004 and 2007 enlargements were handled with fairness and equity



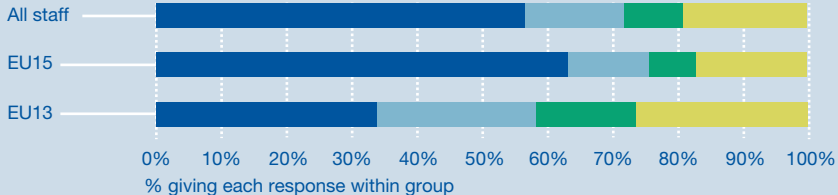
Source: 'European Commission: Facing the Future' online survey data

## Appendix 3.b The 2004, 2007 and 2013 enlargements have strengthened the esprit de corps within the Commissions administration



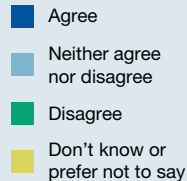
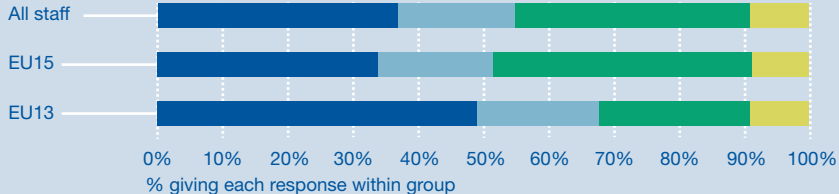
Source: 'European Commission: Facing the Future' online survey data

## Appendix 3.c A 28-member College has made internal coordination more difficult



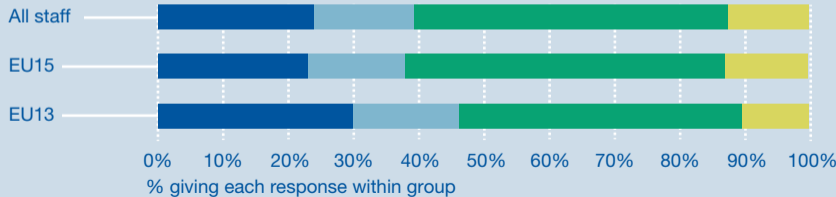
Source: 'European Commission: Facing the Future' online survey data

## Appendix 3.d Whatever their home country Commission staff broadly share the same values



Source: 'European Commission: Facing the Future' online survey data

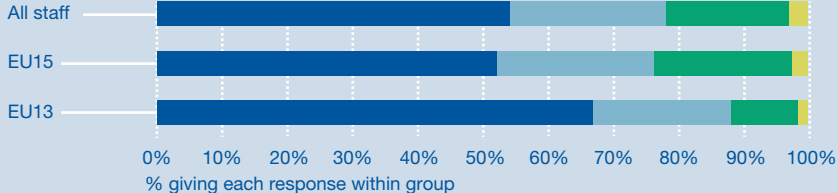
### Appendix 3.e There are no significant differences in beliefs or outlook between staff from countries that joined the EU before 2004 and staff from countries that joined the EU in 2004 or after



- Agree
- Neither agree nor disagree
- Disagree
- Don't know or prefer not to say

Source: 'European Commission: Facing the Future' online survey data

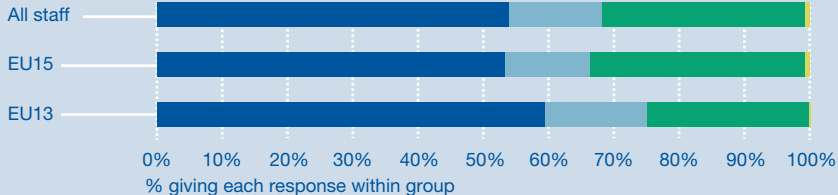
## Appendix 3.f The Commission is a good employer



Source: 'European Commission: Facing the Future' online survey data

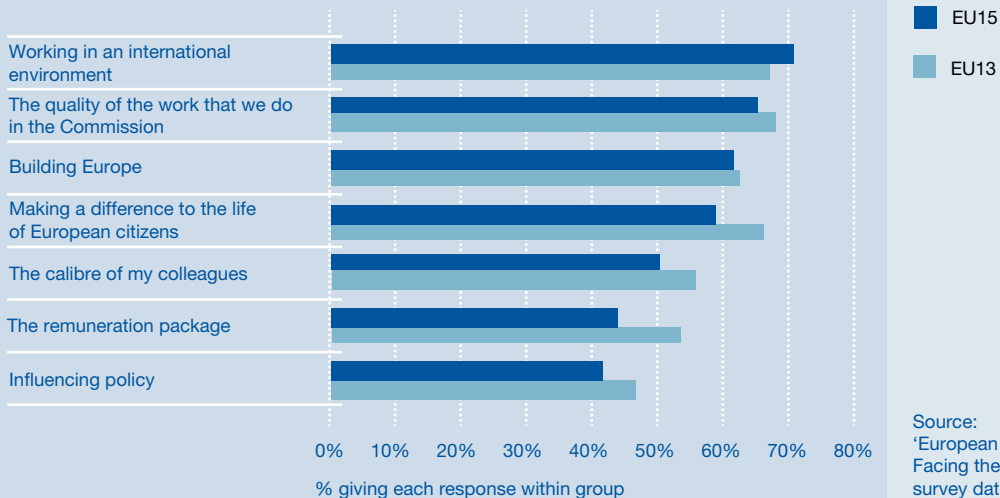


## Appendix 3.g I have a manageable workload and can complete what is expected of me within the official working week



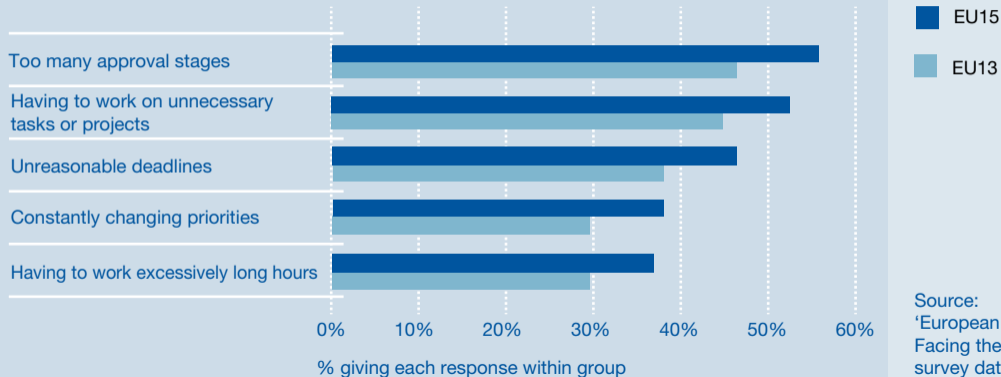
Source: 'European Commission: Facing the Future' online survey data

## Appendix 3.h What do you value about your work in the Commission?



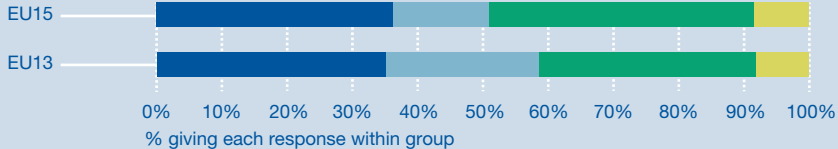
Source:  
'European Commission:  
Facing the Future' online  
survey data

## Appendix 3.i I feel that the quality of my work suffers due to...



Source:  
'European Commission:  
Facing the Future' online  
survey data

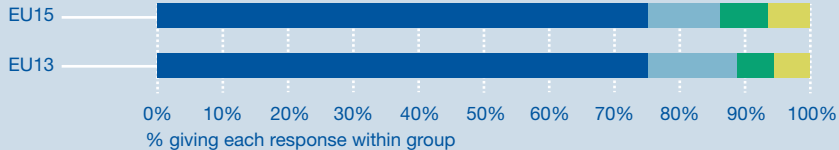
## Appendix 3.j The College of Commissioners should become the government of the European Union



- Agree
- Neither agree nor disagree
- Disagree
- Don't know or prefer not to say

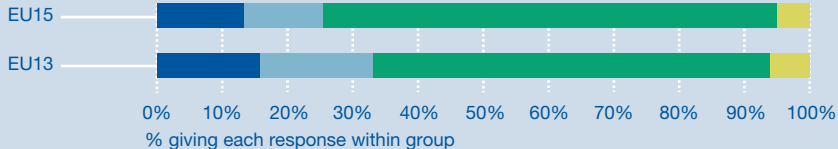
Source: 'European Commission: Facing the Future' online survey data

## Appendix 3.k An EU where the Commission performs the functions of policy initiator and guardian of the treaties and where the Council and European Parliament share legislative power



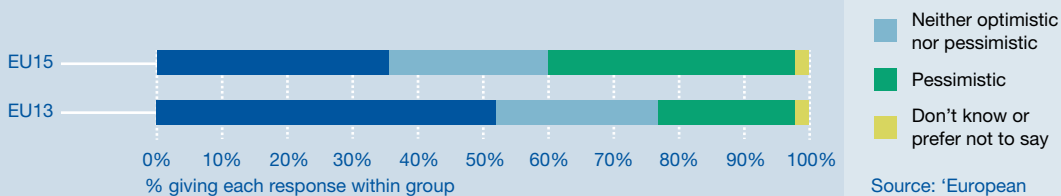
Source: 'European Commission: Facing the Future' online survey data

## Appendix 3.1 The member states - not the Commission or European Parliament - should be the central players in the European Union



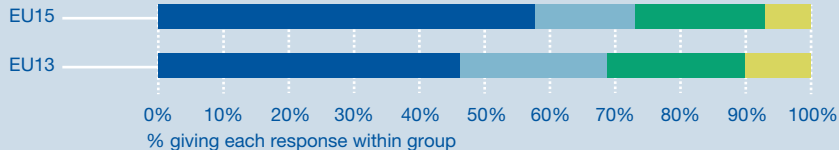
Source: 'European Commission: Facing the Future' online survey data

## Appendix 3.m How do you feel about the EUs future?



Source: 'European Commission: Facing the Future' online survey data

## Appendix 3.n The Commission is losing power to national capitals

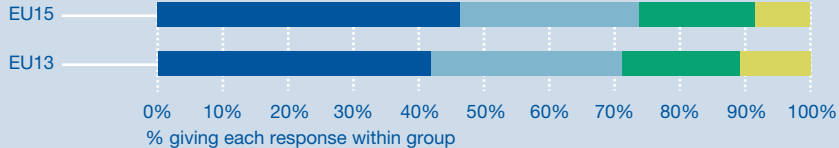


- Agree
- Neither agree nor disagree
- Disagree
- Don't know or prefer not to say

Source: 'European Commission: Facing the Future' online survey data



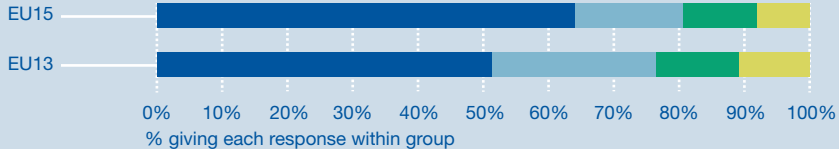
## Appendix 3.o The Commission is losing power to the European Parliament



- Agree
- Neither agree nor disagree
- Disagree
- Don't know or prefer not to say

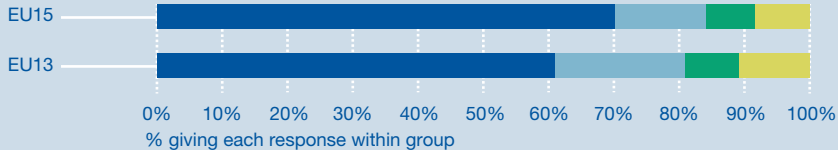
Source: 'European Commission: Facing the Future' online survey data

## Appendix 3.p The Commission is losing power to the European Council



Source: 'European Commission: Facing the Future' online survey data

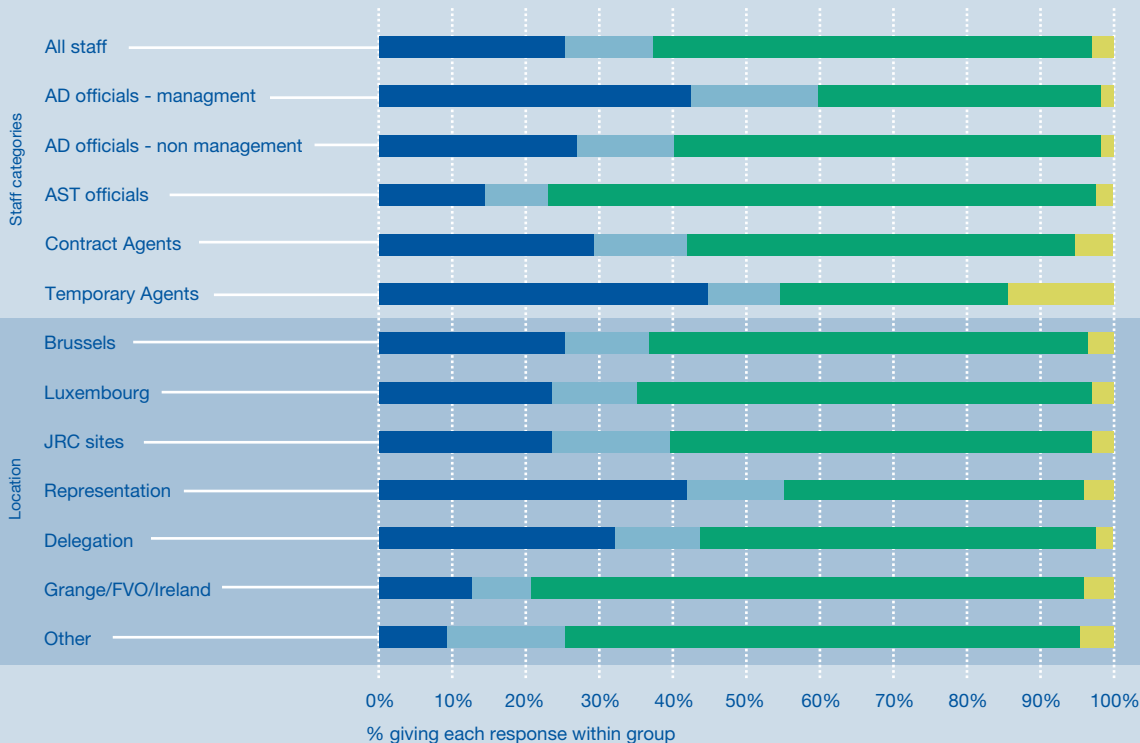
## Appendix 3.q As a result of the financial and economic crisis, the European Council has become more powerful



- Agree
- Neither agree nor disagree
- Disagree
- Don't know or prefer not to say

Source: 'European Commission: Facing the Future' online survey data

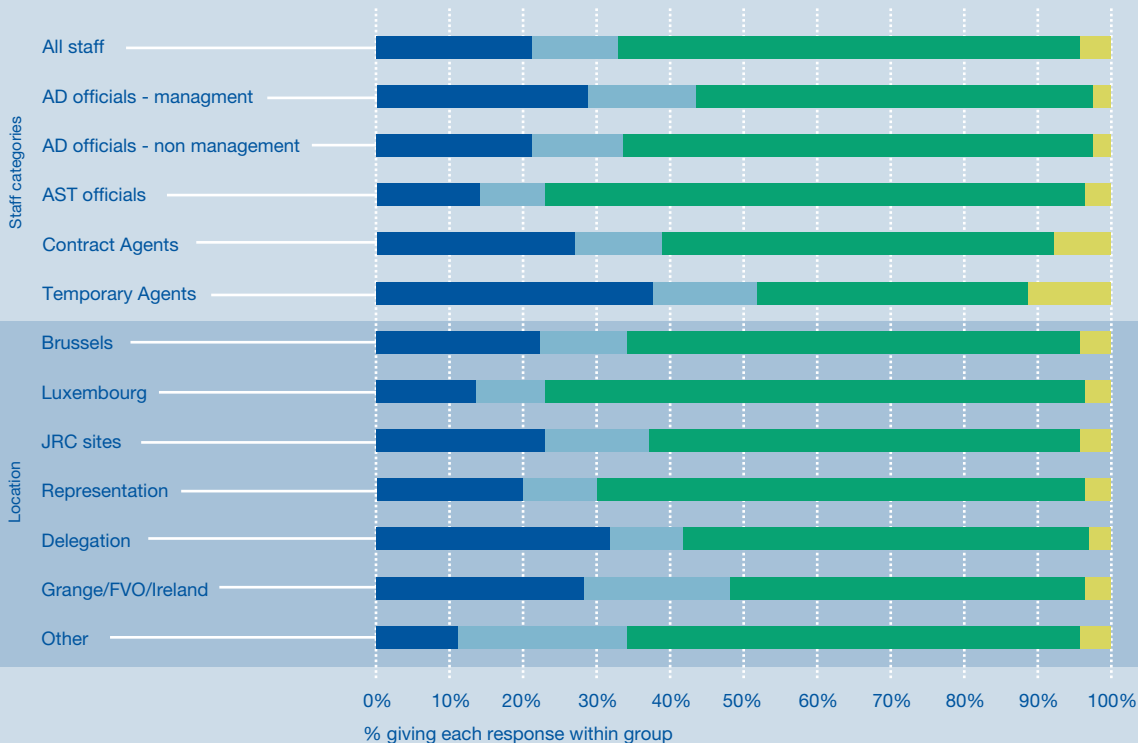
## Appendix 4.a The increase in the working week is an appropriate response to the state of the economy and changes elsewhere in the member states



Source: 'European Commission: Facing the Future' online survey data

■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Don't know or prefer not to say

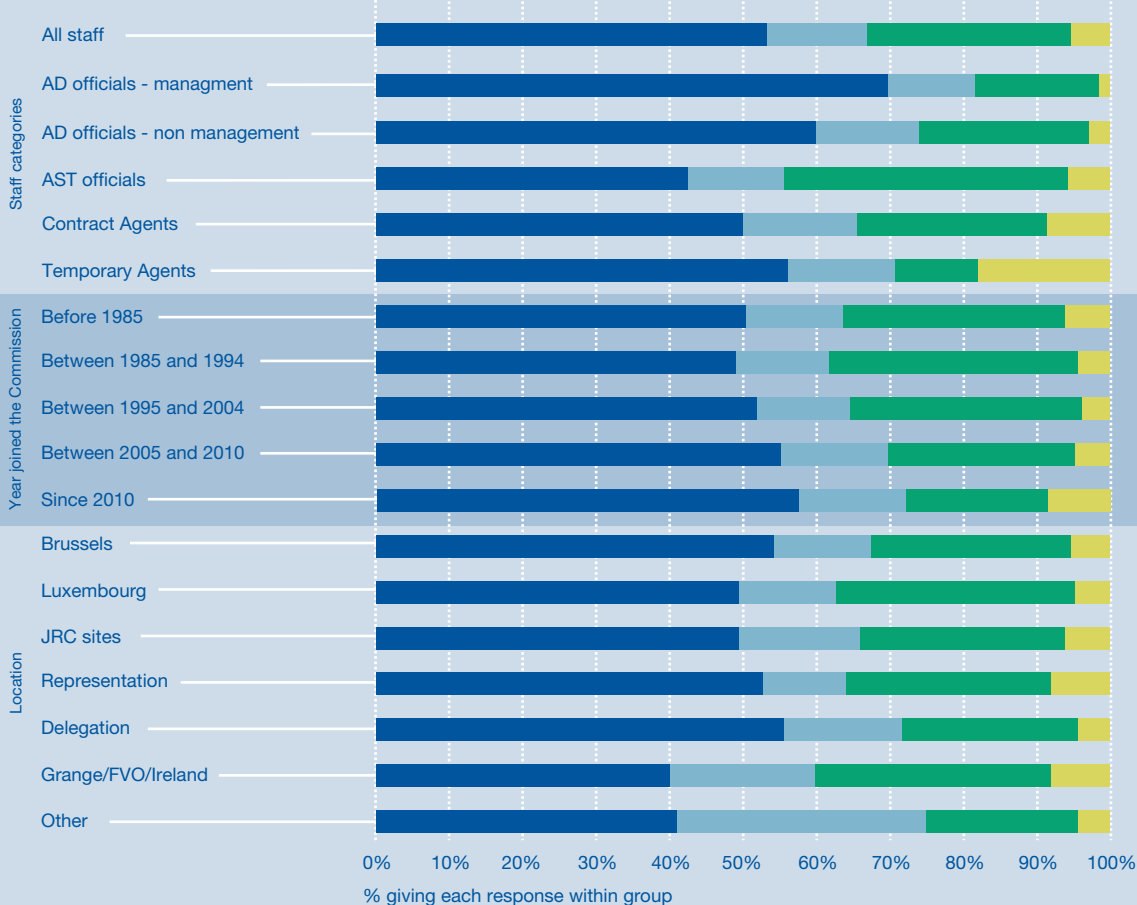
## Appendix 4.b The freeze of salaries, pensions and allowances in 2013 and 2014 and the payment of a solidarity levy are appropriate responses to the state of the economy and changes elsewhere in the member states



Source: 'European Commission: Facing the Future' online survey data

■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Don't know or prefer not to say

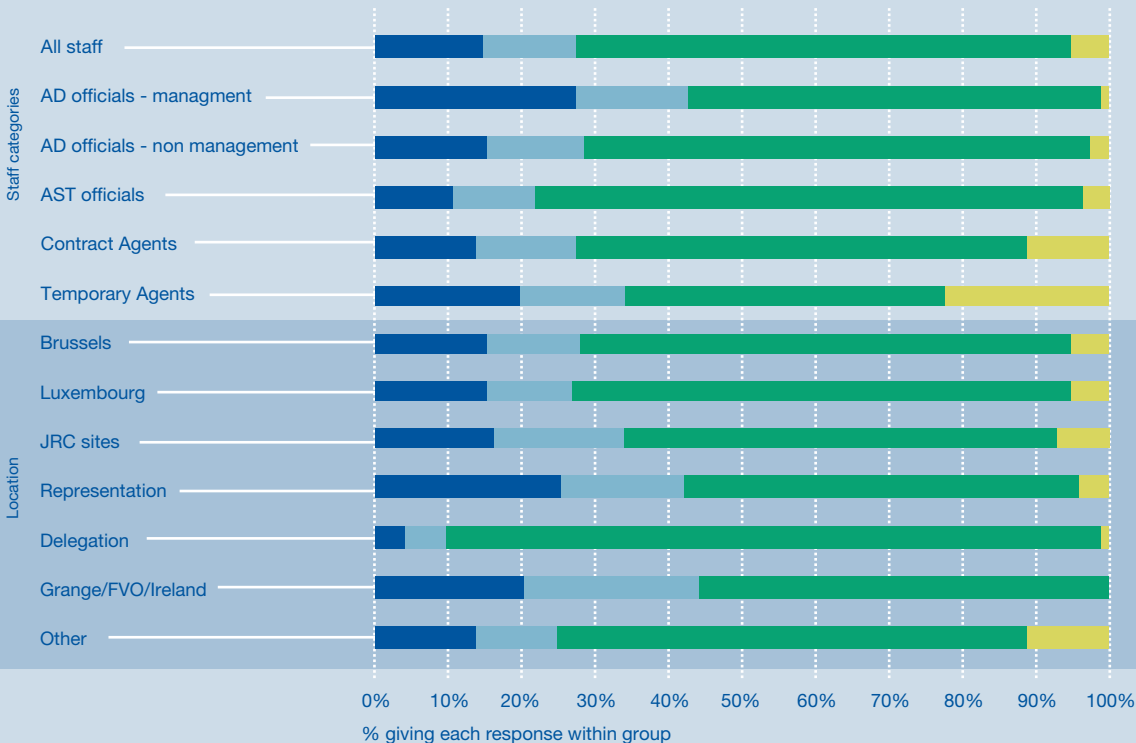
## Appendix 4.c Raising the retirement age is a necessary measure to bring the Commission into line with the member states and the Commissions own policy recommendation



Source: 'European Commission: Facing the Future' online survey data

■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Don't know or prefer not to say

## Appendix 4.d The need for the review was explained satisfactorily by members of the College and Commission management.



Source: 'European Commission: Facing the Future' online survey data



## Appendix 4.e General assessment of the staff reform

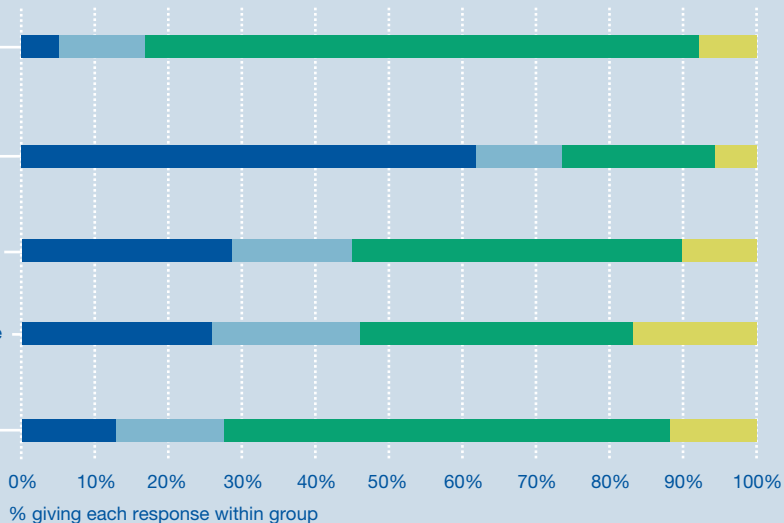
All things considered, the changes to the Staff Regulations will make the Commission a more effective organisation.

Making it possible for contract staff to be employed for longer periods enables the Commission to better meet its staffing needs.

The stronger link between grade and responsibility introduces greater clarity into the career structure

The introduction of faster promotion rates for starting grades will introduce greater fairness in career progression

The new method makes no difference to me



Source: 'European Commission: Facing the Future' online survey data

Agree

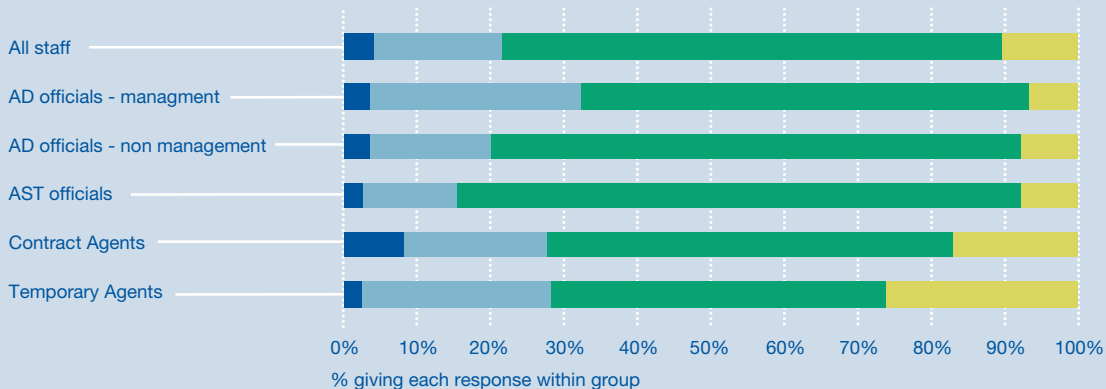
Neither agree nor disagree

Disagree

Don't know or prefer not to say



## Appendix 4.f Changes to the career structure make it easier for me to advance my career



Source: 'European Commission: Facing the Future' online survey data



Agree



Neither agree nor disagree



Disagree



Don't know or prefer not to say

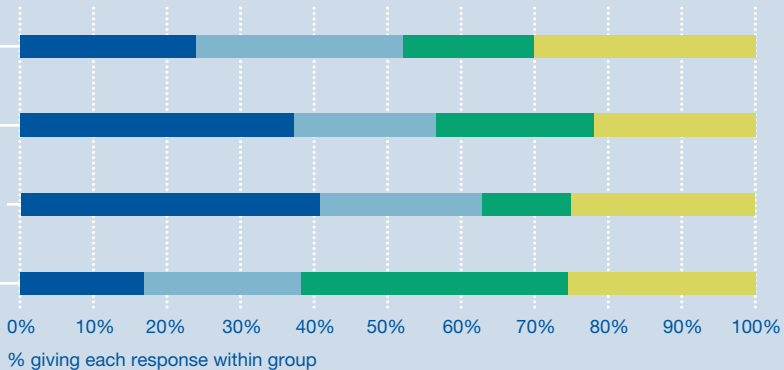
## Appendix 5.a Views on the Secretariat General

The Secretariat General is too interventionist on matters of policy content

The Secretariat General is concerned more with procedure and less with the content of policy

The Secretariat General is primarily a service of the Commission President rather than the guardian of collegiality

The Secretariat General is a neutral arbiter between the services in policy coordination



Source: 'European Commission: Facing the Future' online survey data

Agree

Neither agree nor disagree

Disagree

Don't know or prefer not to say

## Appendix 5.b The Secretariat General is a neutral arbiter between the services in policy coordination

All AD & cabinet members

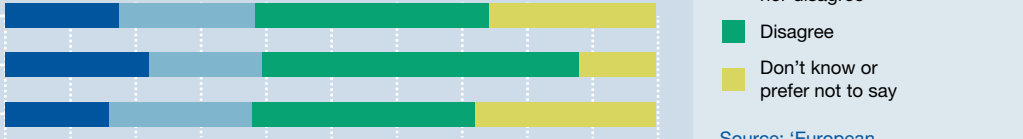
AD officials - managers

AD officials - non management

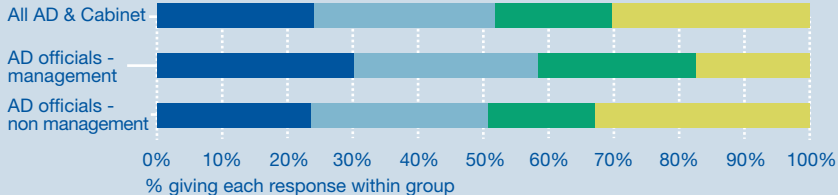
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%  
% giving each response within group

- Agree
- Neither agree nor disagree
- Disagree
- Don't know or prefer not to say

Source: 'European Commission: Facing the Future' online survey data

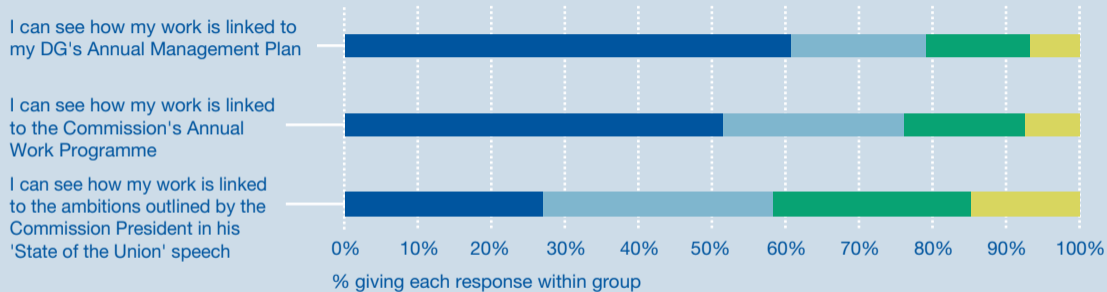


## Appendix 5.c The Secretariat General is too interventionist on matters of policy content



Source: 'European Commission: Facing the Future' online survey data

## Appendix 5.d Assessment of the link between own work and the strategic goals of the Commission



Source: 'European Commission: Facing the Future' online survey data

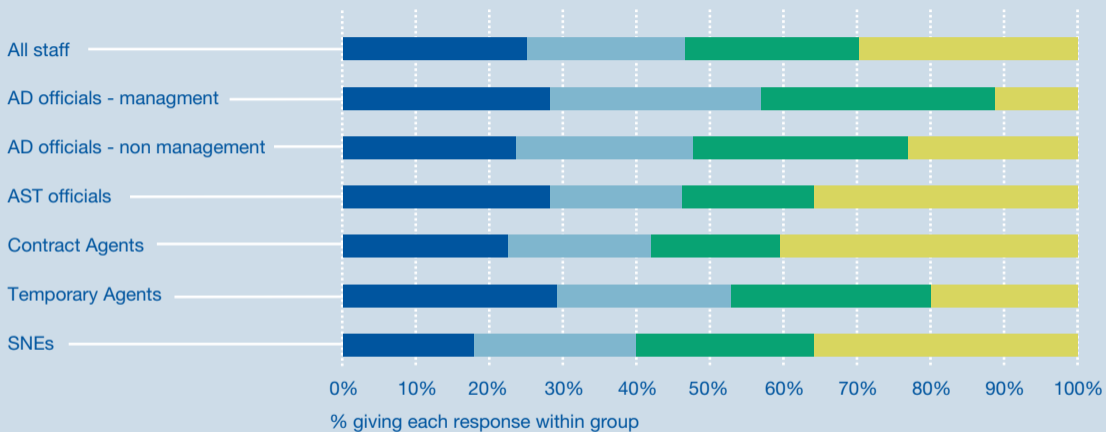
Agree

Neither agree nor disagree

Disagree

Don't know or prefer not to say

## Appendix 5.e The cabinets see themselves as the representatives of their Commissioner's home state.



Source: 'European Commission: Facing the Future' online survey data

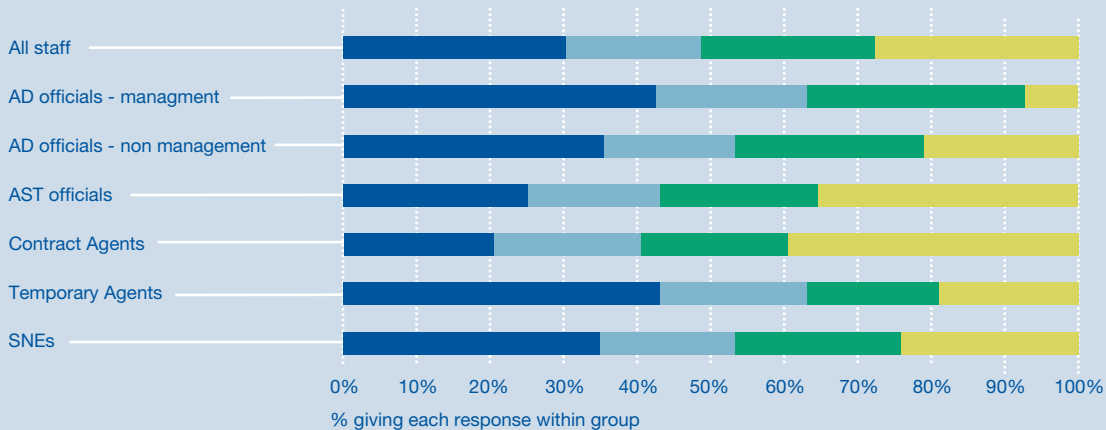
Agree

Neither agree nor disagree

Disagree

Don't know or prefer not to say

## Appendix 5.f On the whole, the *cabinets* respect the technical expertise of the services.



Source: 'European Commission: Facing the Future' online survey data

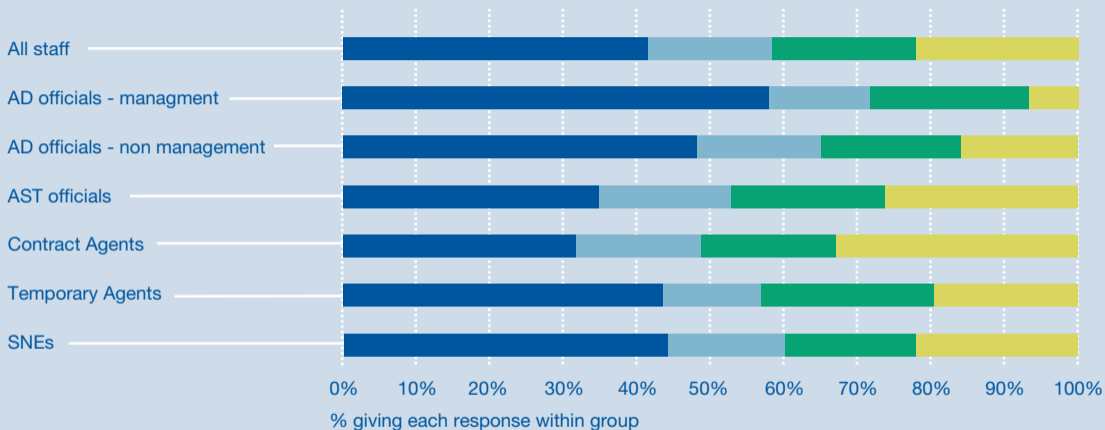
Agree

Neither agree nor disagree

Disagree

Don't know or prefer not to say

## Appendix 5.g The cabinets have a political role that is widely understood within the services



Source: 'European Commission: Facing the Future' online survey data

Agree

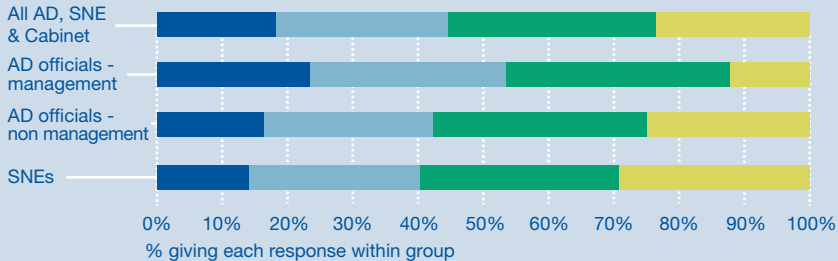
Neither agree nor disagree

Disagree

Don't know or prefer not to say

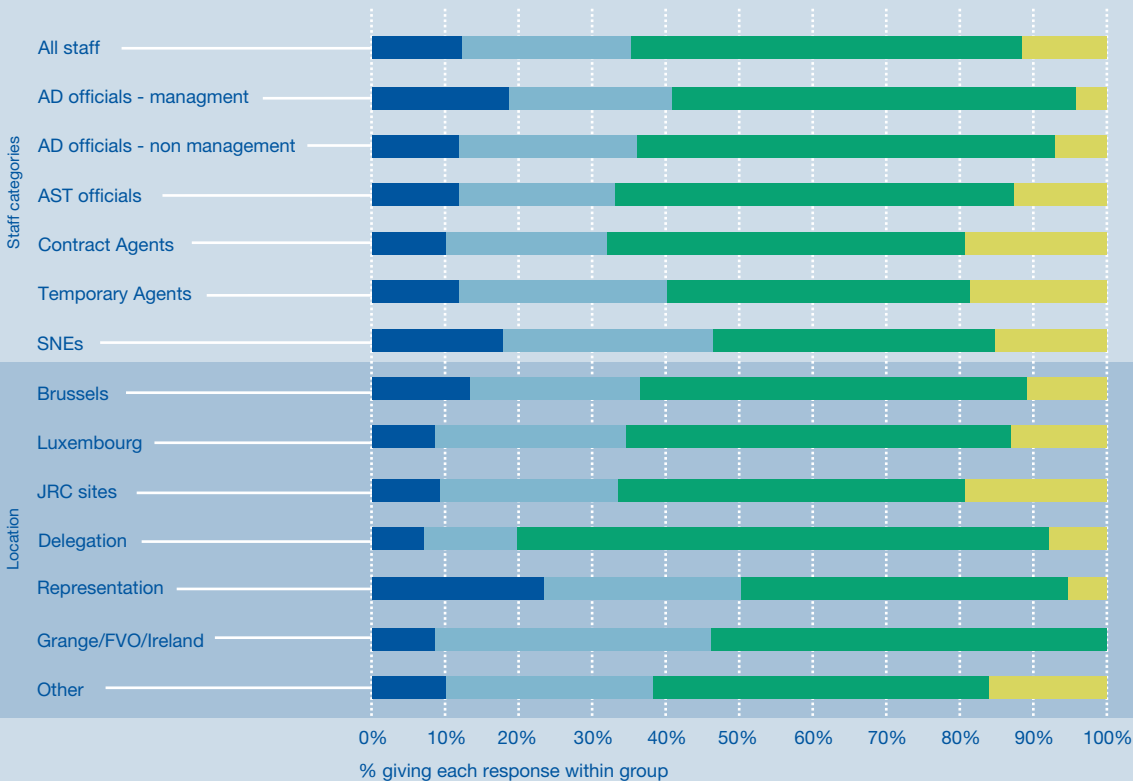


## Appendix 5.h Coordination works effectively between the services and the College (including *cabinets*).



Source: 'European Commission: Facing the Future' online survey data

## Appendix 6.a The College communicates its priorities effectively to staff.



Source: 'European Commission: Facing the Future' online survey data

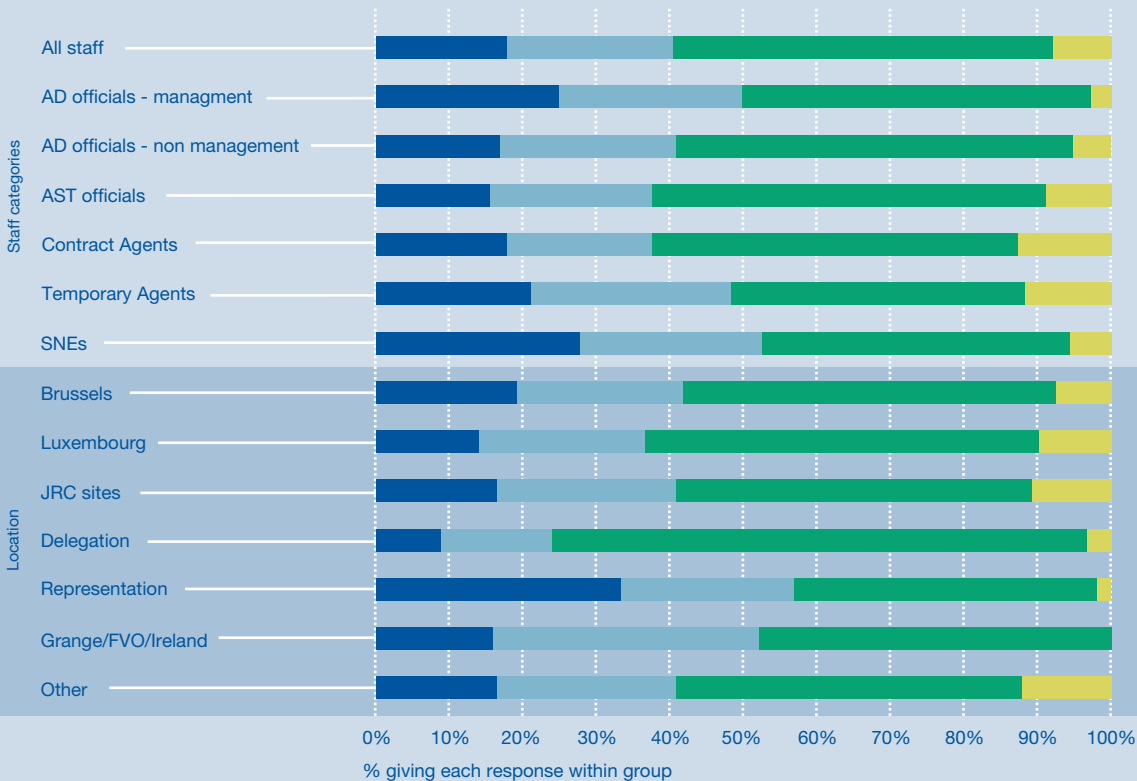
Agree

Neither agree nor disagree

Disagree

Don't know or prefer not to say

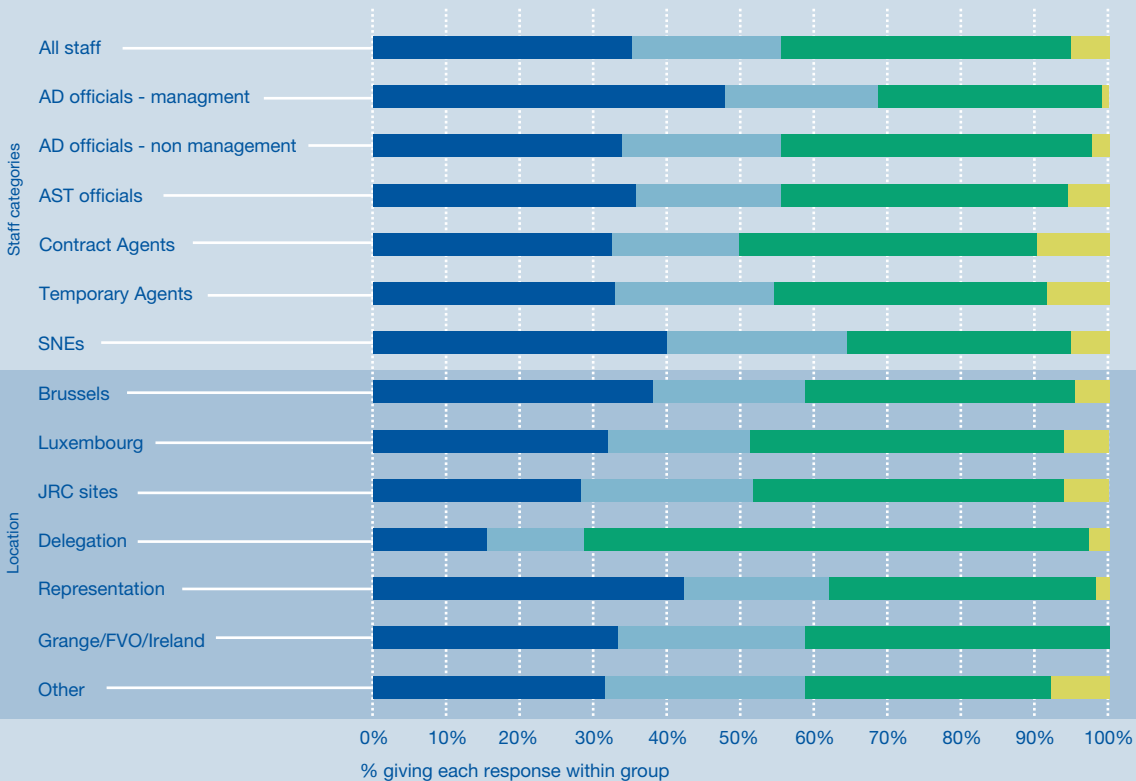
## Appendix 6.b The top management of the Commission communicates its priorities effectively to staff.



Source: 'European Commission: Facing the Future' online survey data



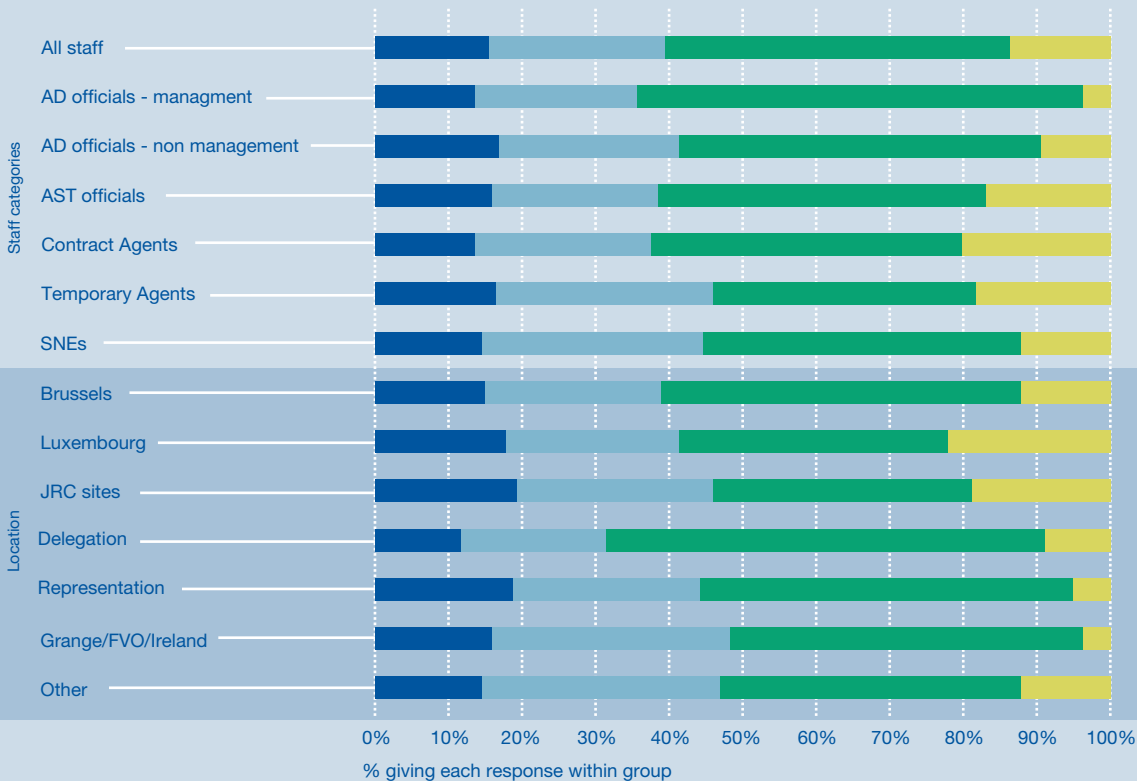
## Appendix 6.c Senior managers in my Directorate General communicate their priorities effectively to staff.



Source: 'European Commission: Facing the Future' online survey data



## Appendix 6.d The Commission communicates its views with a single voice.



Source: 'European Commission: Facing the Future' online survey data

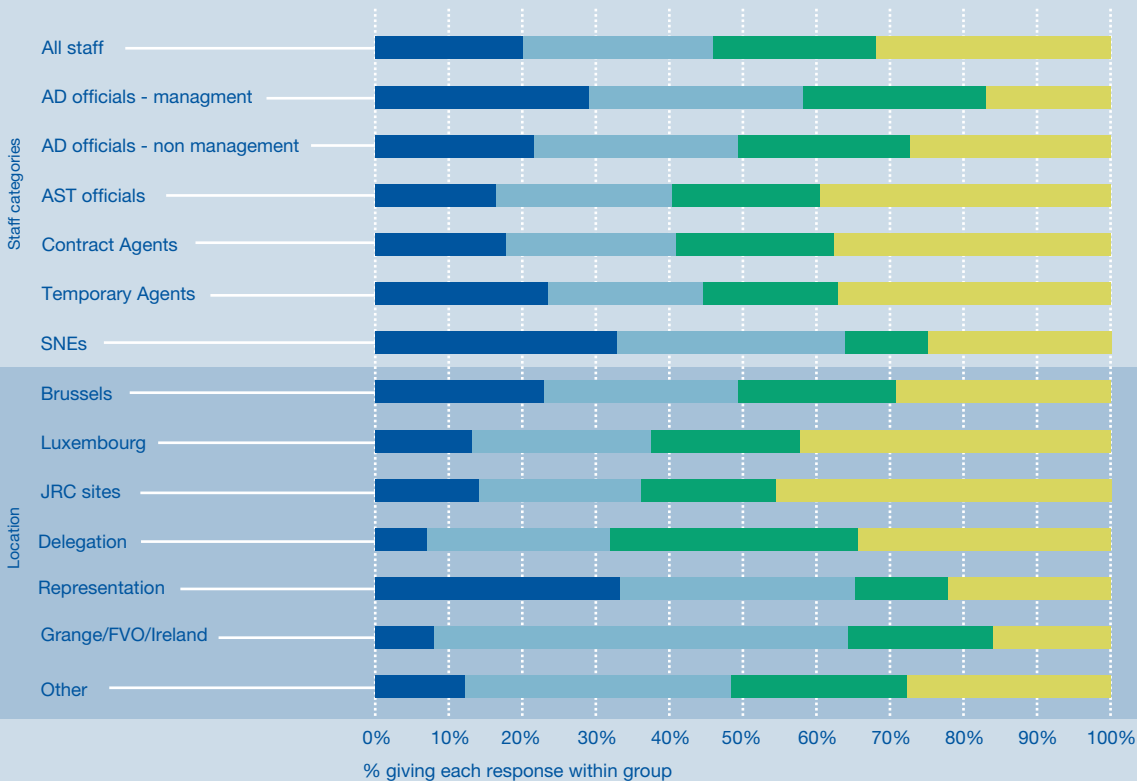
Agree

Neither agree nor disagree

Disagree

Don't know or prefer not to say

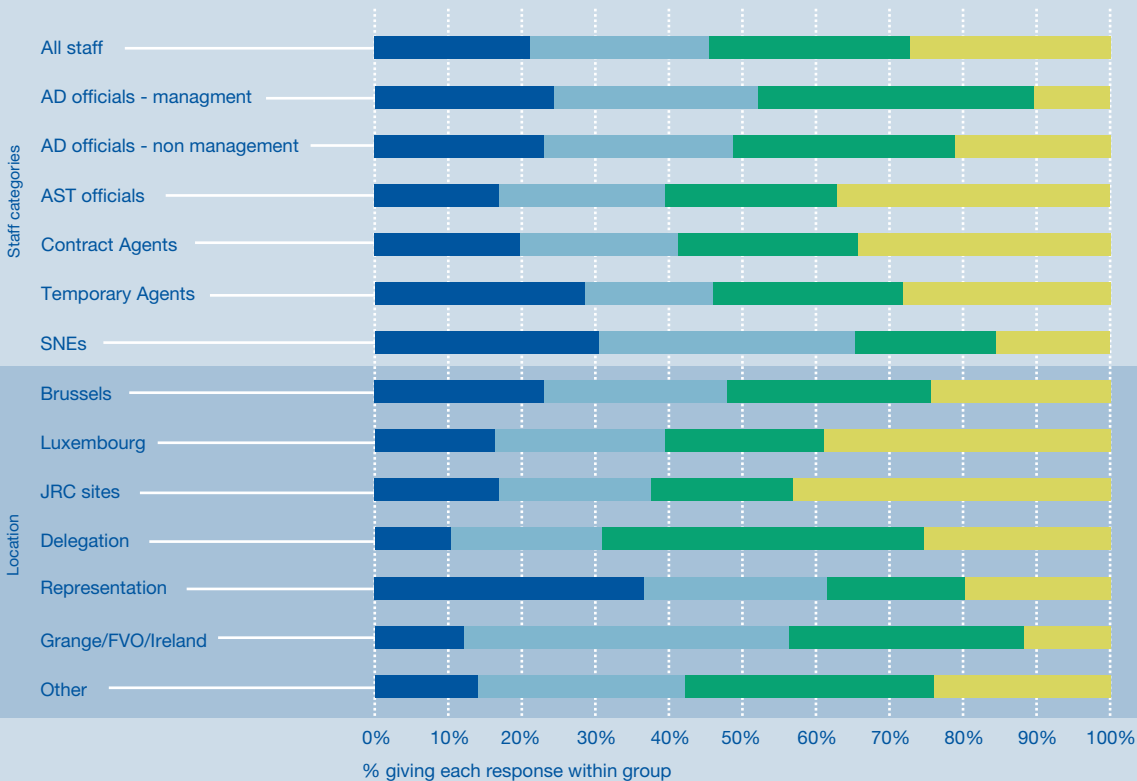
## Appendix 6.e The Commission communicates its priorities effectively to other EU institutions.



Source: 'European Commission: Facing the Future' online survey data



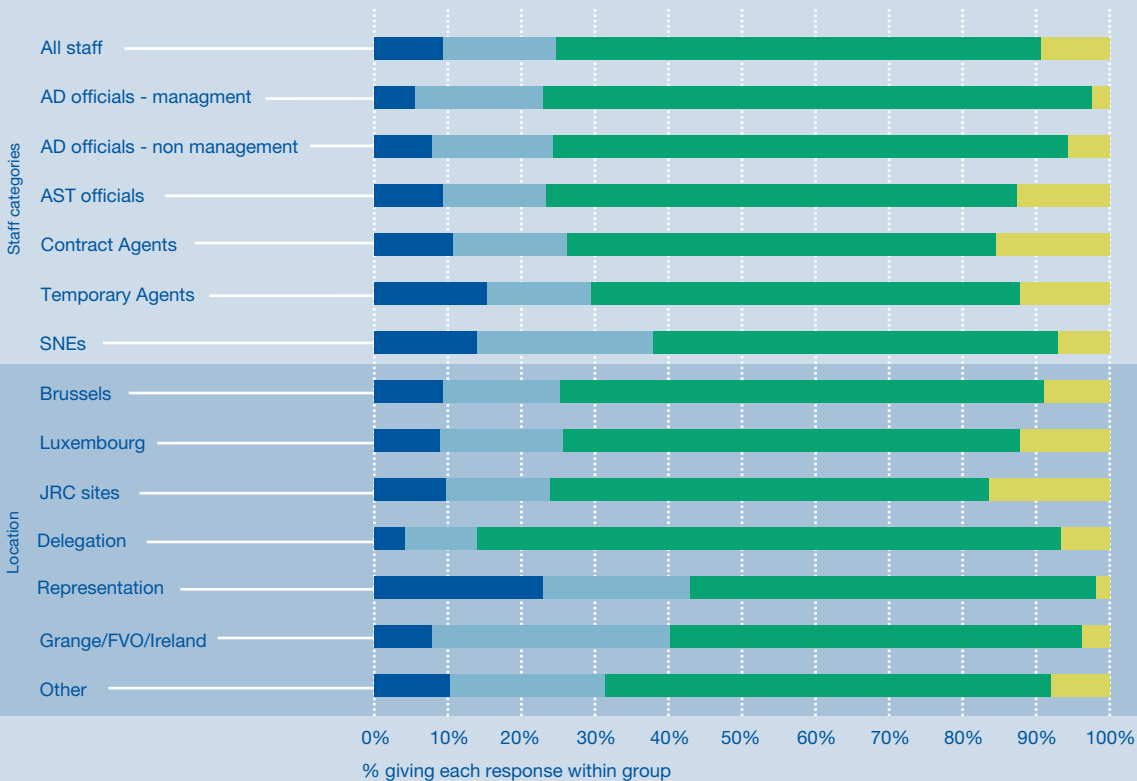
## Appendix 6.f The Commission communicates its priorities effectively to policy stakeholders.



Source: 'European Commission: Facing the Future' online survey data



## Appendix 6.g The Commission communicates its priorities effectively to European citizens.



Source: 'European Commission: Facing the Future' online survey data

■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Don't know or prefer not to say