

出國報告（出國類別：實習）

參加歐盟執委會「國家專家專業訓練計畫」  
出國報告

服務機關：財政部關務署

姓名職稱：蘇專員旭民

派赴國家：比利時

出國期間：110年3月5日

至

110年6月20日

報告日期：110年9月17日



## 摘要

國家專家專業訓練計畫 (National Experts in Professional Training Programme, NEPTs) 係歐盟執委會依據其 2008 年 11 月 12 日第 C(2008) 6866 號「決定 (Commission Decision)」相關規定，及 2010 年 1 月 29 日第 C(2010)544 號「決定」修正條文辦理。藉由各國官員實地至歐盟機構見習，可加深對歐盟政策制定及歐盟機構運作方式之瞭解，以吸收執委會工作方法及政策方面經驗。而身處歐盟多元文化與語言的環境中工作，亦可實際體驗歐盟機構的工作日常，並且可從歐盟以外之角度，將其專業背景和知識提供派赴之見習單位作為參考，亦將促進雙方機構之交流與合作。

職獲核錄見習訓練單位為執委會經濟與金融事務總署(The Directorate-General for Economic and Financial Affairs, DG ECFIN)之歐元防護處 (C5 Euro protection and euro cash)。工作內容主要係協助分析公眾諮詢 (Open Public Consultaion, OPC) 及特定利害關係人諮詢 (Targeted Stakeholder Consultation, TSC) 意見，並針對「於歐元區全面導入捨入規則 (Rounding Rules)，使現金最小支付單位為 5 分歐元，以淘汰 1 分及 2 分歐元硬幣」一案協助撰寫影響評估報告 (Impact Assesment)。

本次訓練期間為 110 年 3 月 16 日至 110 年 6 月 15 日，因受新冠肺炎疫情影響，歐盟執委會採居家辦公模式上班，相關會議皆於線上進行，雖無法於辦公室與同事直接交流，但可藉機觀察疫情影響下歐盟之應對方式與配套措施，做為參考借鑑。



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# 壹、目的

## 一、計畫背景

國家專家專業訓練計畫 (National Experts in Professional Training Programme, NEPTs) 係歐盟執委會 (下稱執委會) 依據其 2008 年 11 月 12 日第 C(2008) 6866 號「決定(Commission Decision)」相關規定，及 2010 年 1 月 29 日第 C(2010)544 號「決定」修正條文辦理。執委會相關總署及歐盟對外事務部 (下稱歐盟機構) 依其需求，開放歐盟會員國及其他第三國官員(包含我國)依其專業背景申請至歐盟機構見習。

見習人員名額由歐盟機構視當年度梯次需求決定，約有 200-230 名左右之見習員額，優先遴選歐盟會員國官員(約占八成)，其餘名額開放予第三國。受訓官員實地至歐盟機構見習，可加深對歐盟政策制定及歐盟機構運作方式之瞭解，以吸收執委會工作方法及政策方面經驗。而身處歐盟多元文化與語言的環境中工作，亦可實際體驗歐盟機構的工作日常，並且可從歐盟以外之角度，將其專業背景和知識提供派赴之見習單位作為參考，亦有利於促進雙方機構之交流與合作。

參訓官員之任務、權利義務、專業經驗、語言能力、社會安全、工時及差假等工作條件適用歐盟第 C(2008)6866 號「決定」有關「國家派遣專家(Seconded national experts, SNEs)」第 37 條規定。我國官員參訓期間為 3 個月，除非專業訓練期間因工作任務需要，執委會並不會補助任何費用(附件 1)。

## 二、我國參與情形

我國係藉由「台歐盟雙邊年度諮商會議」此一平台爭取參與本計畫，歐方同

意我政府官員參與「國家專家專業訓練計畫(National Experts in Professional Training Programme, NEPTs)」。自 2006 年起迄今，包括經濟部、國家發展委員會、行政院農業委員會、衛生福利部、公平交易委員會、交通部、行政院人力總處、行政院主計總處、法務部、勞動部、文化部、行政院環境保護署及本部，已有將近 50 人參與本訓練計畫。

執委會人力資源暨安全總署 (DG HR) 於每年 3 月及 10 月各辦理一見習梯次，除「鄰邦政策暨擴展談判總署 (DG ELARG)」、「司法總署 (DG JUST)」及「內政總署(DG HOME)」等 3 個單位不得填選外，至多可於申請表中選填 3 個見習單位。表中也須將自身專長、過往工作領域與經驗以及選擇各該見習單位之動機一併詳述，以供各開放見習職缺之總署辦理遴選作業。

依據外交部統計結果，我國歷年獲核錄官員約 2-3 名，2017 年首度突破員額限制達到 5 名，2018 年及 2019 年核錄人員更分別高達 9 名及 8 名，顯示歐方肯定我歷屆參訓人員能力，參訓人員應可藉由實地深入瞭解歐盟政策規劃及歐盟機構運作方式，進而深化、廣化並提升我國與歐盟機構間之實質合作關係。

## 貳、歐盟及見習單位簡介

### 一、歐盟簡介

歐洲聯盟 (European Union, 下稱歐盟) 濫觴於 1951 年成立的歐洲煤礦與鋼鐵共同體，由法國、德國、義大利、荷蘭、比利時及盧森堡等 6 國在巴黎簽訂條約成立。隨後歷經將近半個世紀的整合，直到 1992 年馬斯垂克條約簽屬完成，歐洲共同體的實質功能與責任更加強化，歐盟應運而生。歐盟不僅僅是國家之間的聯盟，與傳統上的聯邦國家亦有所區別。其政治體系與制度在過去六十年間不



斷改進演化，以巴黎條約、羅馬條約、馬斯垂克條約、阿姆斯特丹條約及尼斯條約為主體法（Primary Legislation），使各會員國（Member State）將其主權部分讓渡予歐盟機構。在主體法的基礎上，衍生法（Secondary Legislation）則是作用在歐盟公民的日常生活之中，包含各項指令（directives）、規定（regulations）及建議（recommendations）等。

歐盟各國成功克服國與國之間的對立進行整合，摒棄國力及武力之間的差異，改採共同體的制度進行合作，以平衡單一國家與共同體之間的利益，在建立歐洲認同的同時也尊重各國差異。會員國數量最多達 28 個，惟在 2020 年 1 月 31 日英國脫歐後，歐盟目前共有 27 個會員國，其主要機構如下：

#### **（一）歐洲高峰會（European Council）：**

其成員為各歐盟會員國領導人，為決策機構，負責確立歐盟的大政方針及優先事項，原則上每年開會 4 次，由歐盟理事會主席國元首主持。依據馬斯垂克條約規定，該會負責調解各國部長在歐盟理事會中觀點的紛爭與歧異。

#### **（二）歐盟理事會（Council of the European Union）：**

歐盟理事會負責歐盟事務日常決策，與歐洲議會共享立法權，主席由歐盟的會員國輪任，每 6 個月為一任。主席任期內由輪值國政府承擔工作，負責推動理事會的政策議題，並主持除外交事務外的 9 大領域理事會，如工業、環境、運輸等等，各國須根據會議性質派遣相關部長與會。為了確保歐盟政策的延續性及穩定性，每 3 個輪值主席國會組成一個三重組合（Presidency Trio），共同訂定這 18 個月的政策方向。

### (三) 歐洲議會 (European Parliament) :

歐洲議會代表歐盟公民，擁有立法權、預算權及任命同意權。自里斯本條約生效後，歐洲議會對歐盟 80% 法案已透過「共同決定程序」享有與歐盟理事會共同立法權。歐洲議會與歐盟理事會共同為歐洲預算負責，執委會提出的預算草案，由議會與理事會審議，歐洲議會得拒絕預算草案。

### (四) 歐盟對外事務部 (European External Action Service) :

對外事務部是歐盟的外交及軍事統籌機構，主要目的在結合歐盟及會員國之外交資源，以期在全球議題上發揮更大影響力。對外代表歐盟與第三國或國際組織進行對話與談判，對內協調會員國在外交及安全領域之共同立場，最高首長為歐盟外交及安全政策高級代表 (the High Representative for Foreign Affairs and Security Policy)。

### (五) 歐盟執委會 (European Commission) :

執委會為歐盟行政機關，執行理事會做出的決定，為歐盟共同政策的執行負責，諸如研究、開發援助、區域性政策等。亦須監督會員國對條約及法令之執行，向歐盟理事會、部長理事會及歐洲議會提出報告及立法動議。執委會由 27 位執委 (Commissioner) 領導，每個會員國 1 名，並從中選出主席 1 人，副主席 8 人。現任主席為德國前國防部長馮德萊恩(Ursula von der Leyen)，任期為 2019 年 12 月 1 日至 2024 年。執委會下設有 33 個政務總署(Directorates – General, DGs)，專責政策推動 (詳附件 2)。另設有 16 個事務總署(Service Department)及 6 個

執行總署(Executive Agency)，負責支援各政務總署。

## 二、見習單位

職本次見習訓練單位為執委會經濟與金融事務總署(The Directorate-General for Economic and Financial Affairs, DG ECFIN)之歐元防護處 (C5 Euro protection and euro cash)，分別介紹如下：

### (一) 經濟與金融事務總署 (The Directorate-General for Economic and Financial Affairs, DG ECFIN)

經濟與金融事務總署是執委會轄下 33 個政務總署之一，負責促進歐盟經濟增長與復甦、提高就業、穩定公共財政及金融等相關政策，進而以更好的韌性及準備，對歐盟提出的綠色新政及數位轉型等政策願景，做出相應的支持與貢獻。該總署總署長 (Director-General) 由 Mr. Maarten VERWEY 擔任，副總署長 (Deputy Director-General) 則有 2 位，分別是 Mr. Declan COSTELLO 及 Ms Elena FLORES，下轄有 9 個司 (Directorate) 及 1 個秘書單位 (單位組織圖如圖 1)。

DG ECFIN 另負責辦理經濟預測、商業及消費者調查，以支持歐盟經濟政策規劃，配合執委會工作職掌，推動建立一個深化且公平的經濟與貨幣聯盟 (Economic and Monetary Union, EMU)，以促進歐盟在經濟領域中擔任全球參與者角色。此外，藉由「歐盟學期」(European

Semester)<sup>1</sup>為主要政策工具，協調各會員國的經濟政策，以維護歐盟的財政及金融穩定。

其近期工作目標為加速歐盟經濟從新冠疫情危機中復甦，建設更綠色、更數位化及更有彈性的歐洲經濟，以符合歐盟長期目標與執委會優先事項，打造切合人民需求及歐盟綠色新政的經濟環境。

## (二) 歐元防護處 (C5 Euro protection and euro cash)

該處職責包括：評估與規劃歐元貨幣的發行與廢止政策、監督管理有關保護歐元及防治偽鈔的歐盟法規施行、管理「Pericles 2020」計畫以支持保護歐元的行動、主持歐洲技術及科學會議中心以分析可疑的偽造貨幣，建立並維護與防治歐元偽造議題相關的專家網絡，該網絡涵蓋各會員國及其他利益關係人（如歐洲央行和歐洲刑警組織）。

該處處長 (Head of Unit) 為 Mr. Philip TOD 綜理全處業務，副處長 (Deputy Head of Unit) 由 Mr. Luca PIERINI 擔任，除襄理處長業務，亦負責協調各政策官工作任務。該處尚有政策官 (Policy Officer) 8 位，分別來自羅馬尼亞、希臘、義大利等國，人員組成相當多元，但皆能彼此尊重，順利推動相關業務。

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<sup>1</sup>「歐盟學期」(European Semester) 是目前歐盟協調會員國經濟政策的主要手段之一，基本程式是各會員國向歐盟提交年度財政及經濟結構性改革政策措施，歐盟執委會進行分析及評估後分別提出國別建議並督導實施。這是有鑑於希臘、西班牙等國對歐盟產生的債務危機，歐盟經濟與財政部長委員會議於 2010 年 9 月 7 日所達成的一項監督協調機制。Source: <https://csrone.com/topics/4449>。

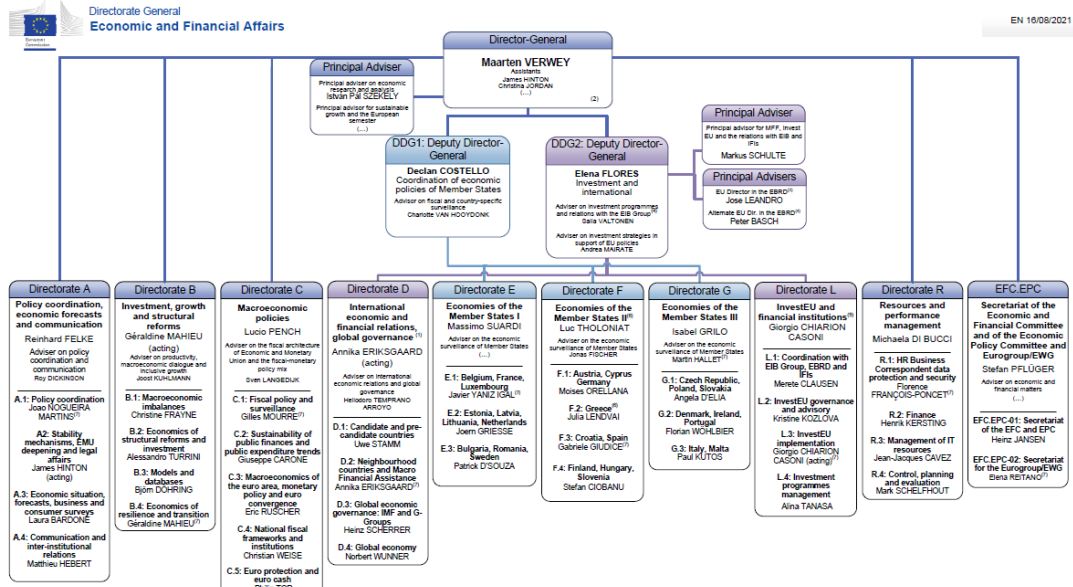


圖 1 經濟與金融事務總署組織圖

## 參、工作內容與形態

在向實習單位報到後，總署通常會指定一位政策官作為實習期間的指導人。通常由其指定工作任務或協助其他同事完成相關任務，至於實際工作內容，則視各總署需求而定。

在政策官以上，按照各總署內部分工，依序是處長(Head of Unit)-司長(Director)-副總署長(Deputy Director General)-總署長(Director General)。本次獲配見習單位工作氣氛良好，加以歐盟專業分工明確，並且充分授權，同事間有良好的互動關係，並鼓勵適度表達自己對於工作任務的想法，本次見習主要工作內容如下：

### 一、 協助撰寫政策影響評估報告

當歐盟欲提出一個預期會對經濟、社會或環境產生重大影響的倡議，包含：立法倡議、非立法倡議、施行細則（**implementing and delegated acts**）<sup>2</sup>等法規，會進行影響評估（**Impact Assessment**）來檢驗是否需要採取行動，並分析現有解決方案可能產生的影響，評估結果必須載明於影響評估報告中。影響評估必須在執委會完成新法律提案之前的籌備階段執行，用以提供相關證據，為決策過程提供相關信息及支援。

影響評估報告內容必須包括對於環境、社會、經濟、中小企業及競爭力的影響程度及方式，並說明對於各利害關係人進行諮詢的策略及結果。該報告須隨提案或執委會提出的法律案一起公布，並送交歐洲議會及歐盟理事會等二立法單位，以決定是否通過相關法律提案。

影響評估是優化監管方案（**Better Regulation Agenda**）關鍵之一，該方案用以確保歐盟行政機關以公開、透明的方式準備政治決策(**Political Decisions**) 或評估法律。重大政策的推出必須以最佳可行證據(**best available evidence**)為依循，並得到利害關係人群體(**Stakeholders**)的支持為後盾。它涵蓋了所有政策領域，並適用於整個政策週期，透過規劃、影響評估、利害關係人群體諮詢、實施及檢測評估等法定程序，確保歐盟已盡可能採取最佳政策，並排除不必要的法規。

職本次見習奉派至歐元防護處，恰逢該處正進行「是否於歐元區全面導入捨入規則（**Rounding Rules**），將 5 分歐元做為現金最小支付單位，以淘汰 1 分及 2

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<sup>2</sup> 沈建一，2015，〈 歐盟是怎麼「盟」？ (7) 〉，經貿透視雙周刊：<https://www.trademag.org.tw/page/newsid1/?id=671209&iz=6>，檢索日期於 2021 年 8 月 20 日。

分歐元硬幣」的影響評估<sup>3</sup>。本影響評估案依據歐盟法規規定<sup>4</sup>，執委會主管機關（DG ECFIN）應該定期針對各種面額的歐元硬幣與紙鈔，評估發行成本與公眾接受度，並應針對是否繼續發行 1 分及 2 分歐元硬幣進行影響評估。依據前揭規定，歐元防護處已於 2013 年及 2018 年分別進行過這 2 種面額歐元硬幣的發行與流通調查，惟當時的調查結果皆傾向於保留這 2 種面額硬幣的流通。基於此調查結果，儘管其鑄幣成本高昂，歐元區各國央行仍持續發行這 2 種面額的硬幣。

歐元防護處辦理本次影響評估結果，執委會將據以評估是否提出全面導入捨入規則的立法倡議及終止 1 分及 2 分歐元硬幣發行。所以當職向歐元防護處報到時，處長 Mr. Philip TOD 即指派職加入影響評估工作小組，協助撰寫影響評估報告。小組主要成員為職及 3 位政策官，依據前面所提影響評估應該涵蓋的各個面向，分別進行報告撰寫，並不定期進行視訊或電話會議以協調工作進度。除小組成員外，尚有其他政策官協助提供相關專業意見，共同協助完善此報告。整份影響評估報告完成後，須先提報（法規）監督審查委員會（Regulatory Scrutiny Board, RSB）<sup>5</sup>進行審查通過後（如圖 2），方得提交執委會（College of Commissioners）<sup>6</sup>進行後續修法程序。

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<sup>3</sup> Uniform rounding rules for cash payments in euro – assessment : [https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12566-Uniform-rounding-rules-for-cash-payments-in-euro-assessment\\_en](https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12566-Uniform-rounding-rules-for-cash-payments-in-euro-assessment_en)，檢索日期於 2021 年 8 月 20 日。

<sup>4</sup> 歐盟法規 Recital 7 of Regulation (EU) No 651/2012。

<sup>5</sup> 監督審查委員會（Regulatory Scrutiny Board）是歐盟執委會內的一個獨立機構，負責向執委會（College of Commissioners）提供建議。它負責針對執委會各總署提出的影響評估或其他法規評估進行品質控管與審查，並提出修正建議。該委員會也會向執委會總秘書處提供關於優化監管政策（Better Regulation Policy）的跨領域建議。

<sup>6</sup> 執委會由執委及歐盟外交及安全政策高級代表組成。  
[https://ec.europa.eu/commission/commissioners/2019-2024\\_en](https://ec.europa.eu/commission/commissioners/2019-2024_en)，檢索日期於 2021 年 8 月 16 日。

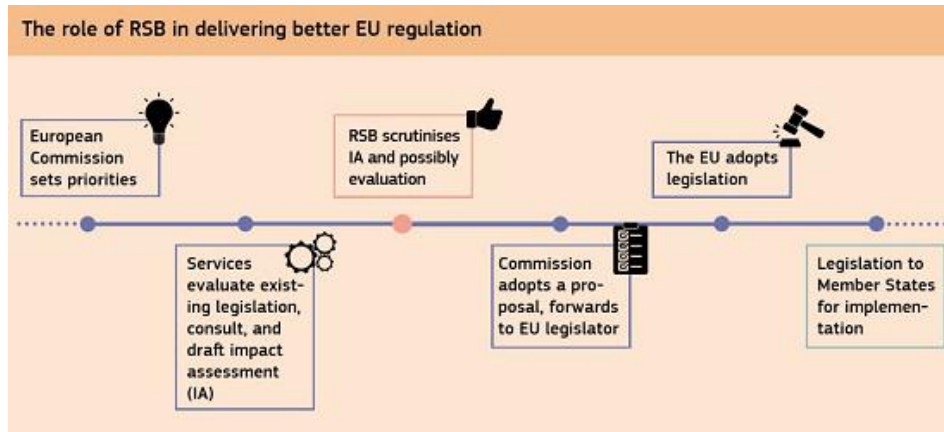


圖 2 影響評估報告提交流程

## 二、 分析公眾諮詢與特定利害關係人諮詢意見

依據歐盟優化監管方案（Better Regulation Agenda），歐盟對於政策與法案的制定及執行，相當重視對於相關利害關係人的影響，因為歐盟認為現在所通過的政策與法案將持續影響未來數個世代的公民及企業，因此必須將公民、企業及利害關係人意見納入決策過程（詳圖 2、3）。

正如同前面所提，為評估是否提出全面導入捨入規則的立法倡議及終止 1 分及 2 分歐元硬幣發行，歐元防護處必須提交影響評估報告，在此之前須辦理公眾諮詢（Open Public Consultaion, OPC）及特定利害關係人諮詢（Targeted Stakeholder Consultation, TSC）以蒐集各方意見，做為評估報告基礎。

本案公眾諮詢是利用歐盟網站及問卷蒐集所有利害關係人意見，包含歐盟公民、企業、商業公（協）會、公共機構、消費者協會、非政府組織、智庫及學術



研究機構等。自問卷發布後，自 2020 年 9 月 28 日至 2021 年 1 月 11 日間，持續回收問卷以蒐集各方意見。特定利害關係人諮詢則是向特定領域的利害關係人，例如鑄幣相關業者、國家銀行或會員國貨幣發行主管機關等單位，分別依照其領域，寄送不同問卷徵詢其意見。

協助影響評估小組成員綜整問卷資料並進行分析，並協助撰寫 OPC 及 TSC 報告進行 Problem Tree Analysis，釐清主要成因、問題、結果三者之間的關聯性，以訂定解決方案，亦為本次見習主要工作之一。



圖 3 歐盟政策與法規制定流程

資料來源：RSB 網站

### 三、 參加處務會議，瞭解整體業務推動情形

本處業務多以專案方式進行分工，疫情期間雖依執委會規定，所有同仁皆採居家辦公方式處理公務，惟歐盟自 2020 年 3 月起採行居家辦公至今已屆 1 年，加上歐盟會員國及各機構散布全歐洲，日常工作所需資通訊(ICT)設備已建置完善，無論硬體設備（每人配給筆電及耳麥、居家辦公使用之印表機及電腦椅、線上會議網路連線速度順暢）、軟體程式（Skype 及 Microsoft Teams）或資訊單位的遠端異常排除服務都已部署到位，疫情期間即便改採線上會議，業務推動依然相當順暢。

職於參訓期間，每週定期參加由處長主持之處務會議，會中每位同仁都會報告各自負責業務進度及所需協助之處，並聽取處長及其他同仁意見回饋，再由處長針對各專案進度協調所需人力及資源，以使各項業務都能如期順利推展。

#### 四、 居家辦公

本次赴執委會見習前、中期，新冠肺炎疫情仍未緩和，布魯塞爾地區包含各歐盟機構居家辦公指令並未解除，處於 PHASE 0 階段（如表 1）。隨著疫苗施打率逐步提高，PHASE1 階段自 6 月 9 日開始，最多可以有 20% 的人員以輪值方式回到辦公室辦公，並小幅度放寬社交限制及居家辦公限制。執委會亦提出返回辦公室計畫表（如表 2），預期 9 月中旬以後全體人員返回辦公室。

居家辦公期間，歐盟不採打卡制度，只需自行於線上填報工作時數即可，每日基本工作時數為 8 小時，核心工作時間(上午 09:30~11:30，下午 14:30~16:30) 必須到班，其餘時間可自由調配，最長工作時間為 10 小時。每位職員皆配發工作筆電，並安裝 Skype for Business 及 Microsoft Teams 等程式供聯絡及視訊會議。

居家辦公期間，執委會為鼓勵員工保持工作與生活平衡，各總署皆要求除緊急情況外，應避免於工作時間外及假日寄送工作相關電子郵件，核心工作時間外之電話或視訊會議應事先預約，以配合同事間作息安排，並發布居家辦公指引做為參考（附件 3、4）。

|   | PHASE 0<br>Teleworking as a rule  | PHASE 1<br>Cautious first lifting of confinement   | PHASE 2<br>Progressive deconfinement  | PHASE 3<br>"New normal" - General deconfinement  |
|---|---|--|---|--|
| <b>TRIGGER</b>                                      | <ul style="list-style-type: none"> <li>Host Member State introduces lockdown and general stringent confinement measures, i.e. schools closed, administrations put on telework.</li> </ul> | <ul style="list-style-type: none"> <li>Host Member State moves away from full confinement while maintaining social distancing.</li> <li>National facilities i.e. national schools start gradually to reopen in at least some host countries.</li> <li>Gradual lifting of confinement accepted by ECDC/other International/European authorities.</li> </ul>   | <ul style="list-style-type: none"> <li>The peak in the number of new confirmed cases in each host country has passed.</li> <li>The host Member State decides on the resuming of economic activity for the majority of sectors.</li> <li>Further opening of public facilities and schools, without prejudice to the summer vacation.</li> <li>Further lifting of confinement accepted by ECDC/other International/European authorities.</li> </ul> | <ul style="list-style-type: none"> <li>Member States continue to ease all restrictive measures.</li> <li>The ECDC/Other International/European medical authorities recommends general deconfinement.</li> <li>Provision of full schools service and other public facilities, according to the "new normal".</li> </ul>   |
| <b>STOP CLAUSE</b><br>(roll back to previous phase) |   | <ul style="list-style-type: none"> <li>Host Member State <b>reintroduces</b> confinement measures (especially as concerns public administrations).</li> <li><b>Sudden resurgence</b> in the spread of Covid-19 at national level is observed.</li> <li>Sharp increase of contamination within the <b>Commission</b> is observed.</li> <li>New worrying <b>medical evidence</b> on the virus is found.</li> </ul> | <ul style="list-style-type: none"> <li>Host Member State <b>reintroduces</b> confinement measures (especially as concerns public administrations).</li> <li><b>Sudden resurgence</b> in the spread of Covid-19 at national level is observed.</li> <li>Sharp increase of contamination within the <b>Commission</b> is observed;</li> <li>New worrying <b>medical evidence</b> on the virus is found.</li> </ul>                                  | <ul style="list-style-type: none"> <li>Host Member State <b>reintroduces</b> confinement measures (especially as concerns public administrations).</li> <li><b>Sudden resurgence</b> in the spread of Covid-19 at national level is observed;</li> <li>Sharp increase of contamination within the <b>Commission</b> is observed.</li> <li>New worrying <b>medical evidence</b> on the virus is found.</li> </ul> |
| <b>HOST MEMBER STATES</b>                           | General stringent confinement measures.   | Moves away from full confinement while maintaining social distancing and gradually reopens facilities (i.e. schools, childminding facilities, nurseries).  | Resumes economic activity in most sectors   | Continues to ease restrictive measures or fully remove them.   |
| <b>EUROPEAN COMMISSION</b>                          |   |  |   |  |

|                             |  |  |  |  |
|-----------------------------|--|--|--|--|
| <b>WORKING ARRANGEMENTS</b> | <p><b>Rule : Teleworking</b></p> <p><b>Special circumstances:</b></p> <ul style="list-style-type: none"> <li>• <b>critical/essential staff</b> who cannot carry out their tasks remotely. They alternate between presence in the office and teleworking in weekly shifts. Critical/essential staff with underlying health conditions (or living in a household with a vulnerable person) are exempted from working in the office.</li> </ul> | <p><b>Rule: Teleworking</b> + limited, cautious and <b>voluntary</b> return to the office <b>in shifts</b>.</p> <p>As in phase 0 + a small number of colleagues for each unit (not more than 10%-20%) will be allowed to work from the office on a <b>voluntary basis and on weekly shifts</b>, provided physical distancing and other safety measures can be respected. - Telework is still the norm <b>especially for staff with a condition increasing the risk</b>.</p> <p>Under the guidance of the DG, each team will decide on its internal organisation with limitations on <b>physical presence each day</b> and paying attention to ensuring physical distancing within offices/open spaces. This will apply to service providers too.</p> | <p><b>Rule: Full Shifts System</b> is the rule <b>with flexibility for teleworking. Telework remains the norm only for certain staff categories</b>.</p> <p><b>All staff</b> is divided in two teams, working in weekly shifts. Shifts system introduced in phase 1 applies by default to all staff. Broad possibilities of teleworking will apply.</p> <p><b>Special circumstances:</b></p> <ul style="list-style-type: none"> <li>• <b>Special leave</b> granted for logistical staff members whose tasks cannot be performed remotely, when they are on their "home" shift</li> <li>• <b>Telework</b> for staff members that: <ul style="list-style-type: none"> <li>• have an <b>underlying health condition</b>;</li> <li>• live in a household with a vulnerable person under certain conditions;</li> <li>• have <b>children</b> whose school/kindergarten is not yet fully open;</li> <li>• have to remain in <b>self-quarantine</b> as defined by medical protocol for confirmed and suspected cases.</li> </ul> </li> </ul> <p><b>For all other staff members</b> and for work not requiring physical presence in the office, <b>full telework will be possible</b> if agreed by the line manager.</p> | <p><b>Rule:</b> Presence at the office is the rule. Based on lessons learnt, <b>new general teleworking rules</b> will be considered. Relevant IT capacity to be built-up.</p> <p><b>Special circumstances:</b></p> <p>Special teleworking arrangements <b>can be offered to staff with a condition increasing the risk of COVID-19</b>.</p> |
|-----------------------------|--|--|--|--|

表 1 各階段工作方案表

TENTATIVE TABLE FOR A GRADUAL RETURN TO THE OFFICE



|  | PHASE 1 - adapted   | PHASE 2 - adapted  | PHASE 3 - adapted   |
|--|---|--|---|
| <b>Rules on working arrangements</b>             | <b>Teleworking as a rule with a maximum physical presence of staff of 20%.</b><br>While teleworking remains the norm, each member of staff is welcome and encouraged to come to the office within the authorised limits.<br>Line managers will ensure a sufficient staff turnover in office so that <u>colleagues who wish so can come to office on a regular basis</u> .<br>Staff who cannot carry out their tasks remotely come every day, unless vulnerable. | <b>Teleworking as a rule with a maximum physical presence of staff of 30%.</b><br>While teleworking remains the norm, staff members are encouraged to come to the office on a regular basis within authorised limits and on a voluntary basis. Line managers will ensure a sufficient staff turnover in office so that <u>colleagues who wish so can come to office on a regular basis</u> .<br>Staff who cannot carry out their tasks remotely come every day, unless vulnerable. | <b>Wide-scale teleworking with regular presence at the office for all. In-person, hybrid and on-line meetings, depending on need.</b><br><u>All staff should work in the office at least one day per week.</u> The exact percentage of office presence/teleworking will depend on service need, as agreed with line managers. |
| <b>Date</b>                                      | <b>Starting 9 June</b>  | <b>Starting 1 July</b>   | <b>Starting beginning or mid-September (TBC)</b>  |
| <b>Rationale</b>                                 | Increasing the ceiling and ensuring that all staff who want to come to office have an opportunity to do so safely, while maintaining teleworking as a rule.   | Phasing in of flexible working (part in the office, part at home).   | Phasing in of flexible working (part in the office, part at home).  |
| <b>Ceiling for office presence</b>               | <b>20% of staff</b>   | <b>30% of staff</b>  | <b>50% of staff</b>   |
| <b>Trigger</b>                                   | Host Member State's decision to ease restrictions (on teleworking, attendance at school, catering and social events) and allow regular physical presence at the office.<br>Reduction in infections and hospitalisations.  | Further easing of restrictions by the host member states.<br>Teleworking no longer obligatory.   | Significant improvement in the epidemiological situation in the host Member State<br>(All staff offered at least a first dose of vaccine).  |
| <b>Stop clause (roll back to previous phase)</b> | Host Member State imposes new restrictions;<br>No improvement or re-increase in numbers of cases and hospitalisations; Cluster of cases in EC premises.   | Idem   | Idem  |
| <b>Safety measures</b>                           | Mandatory mask wearing, physical distancing, fever cameras in building receptions, protocols for meeting rooms.   | Idem   | Safety measures adapted to the ECDC and national recommendations at the time.   |
| <b>Restoration</b>                               | If authorised under the Host Member State's arrangements, one canteen in BERL and limited cafeterias (BERL+ 2-3 buildings) could re-open.   | Idem   | Progressive opening of more catering sites (according to level of presence).  |
| <b>Missions</b>                                  | Essential missions only.  | Essential missions only.   | Missions resume on a wider scale, in accordance with national safety rules, while still privileging videoconferencing.  |
| <b>Visitors</b>                                  | Essential visitors only.  | Depending on national rules in Belgium, progressive reopening to visitors.   | Idem  |
| <b>Meetings</b>                                  | Videoconference is the norm – in person meetings only if essential.   | Depending on national rules in Belgium, progressive phasing in of in-person & hybrid meetings.   | In-person & hybrid are possible, alongside on-line meetings.  |

表 2 重返辦公室時程表

## 肆、心得及建議

### 一、工作型態與文化觀察

歐盟機構每年約有 200-230 名 NEPT 見習名額，供歐盟會員國及第三國包括挪威、冰島、瑞士、列支敦士登……等國官員申請，此外尚有國家專家（Seconded National Expert, SNE）及藍皮書（Blue Book）等見習計畫，參加人員包含歐盟及非歐盟地區官員及大學畢業生，再加上歐盟機構招募自 27 個會員國的正式職員，各自的文化背景可謂相當多元。

歐盟自創建以來，並未規定使用統一的文字或語言，高度尊重各會員國保有其語言文字，強調包容多元文化，從執委會 33 個政務總署中分別設立筆譯總署（DG DGT）及口譯總署（DG SCIC）即可見其決心。本次見習單位成員來自歐盟各會員國，包含義大利、德國、比利時、羅馬尼亞及希臘等國，但彼此之間均相互尊重，接受彼此想法與觀念上的差異，工作時雖以英文為溝通工具，但仍互相使用各國語言問候或道別，並無交流隔閡。

參訓期間每週定期參加處務會議（如圖 4）時發現，會中每位同仁針對各自負責業務進度及所需協助之處，皆踴躍發表專業意見，對於各項議題也鼓勵大家說出自己的想法，處長及其他同仁也都能接受互相抒發己見，筆者可以想像倘若沒有因疫情造成阻隔，會議室裡熱烈討論的情景。此外，趁著比利時政府有幾次短暫宣布可以在戶外進行 10 人以下集會的機會，TOD 處長也邀請處裡同事利用午餐時間到辦公室附近的公園草地上進行午餐會，一方面為筆者迎新，一方面也讓 1 年未見的同事們聯絡感情（如圖 5）。

本次見習工作期間雖全程居家辦公，惟各項會議與交流仍照常在線上進行，

蓋因執委會居家辦公時間已超過 1 年，從 2020 年 3 月疫情爆發，執委會即開始實施居家辦公，到筆者實習結束前雖曾有短暫返回辦公室機會（如圖 6），但實際上大部分同事仍以居家辦公方式進行工作，因此各項居家辦公配套措施已相當完善。諸如補貼同仁購置居家辦公設備（電腦螢幕及辦公椅）之費用、完善遠端視訊軟體 Skype for Business 及 Microsoft Teams 等程式供日常聯絡及視訊會議之用、遠端系統登入安全認證、配發個人工作筆電、資訊設備線上報修及異常排除服務等，皆有效提高居家辦公效能，除無法當面交流討論外，實際溝通並無障礙。

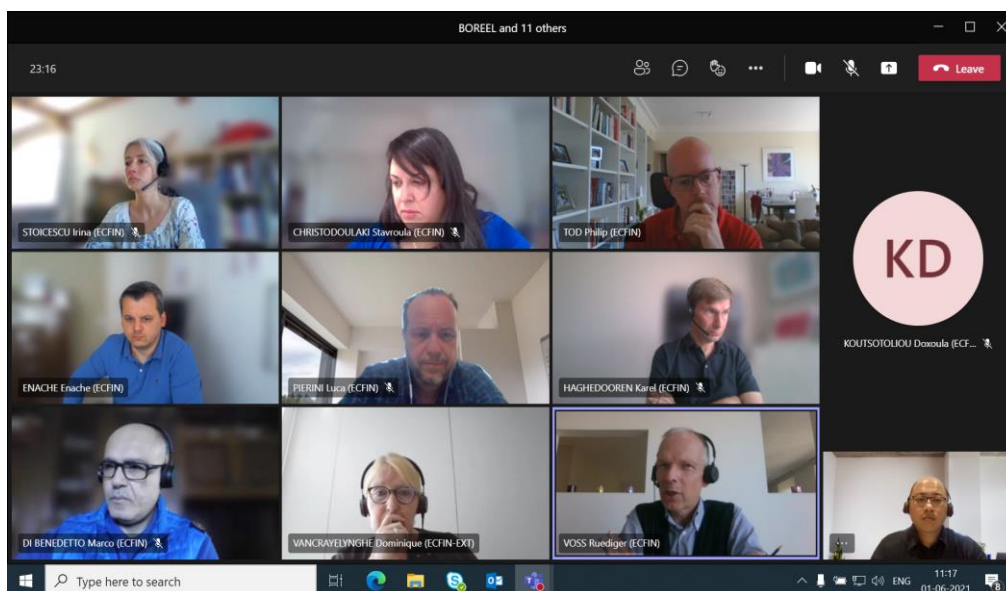


圖 4 線上視訊處務會議



圖 5 公園午餐會，右 3 為處長 Philip TOD



圖 6 執委會安排的 NEPT 辦公室，可惜因居家辦公措施，無法在此辦公



## 二、政策與法案的規劃與執行

歐盟對於政策或法案的推動相當重視，因為歐盟認為現在所通過的政策與法案將持續影響未來數個世代的公民及企業，爰訂定優化監管方案（**Better Regulation Agenda**），確保政策或法案相關利害關係人的意見都能被納入考量，以制定具有實證基礎且透明的法律。執委會依其職權不斷評估改善歐盟法律，並著重於使其發揮最大效應。

基於前述優化監管方案，歐盟在政策與法案規劃及執行之初，非常注重對於利害關係人的影響程度，優先納入公民參與精神辦理公眾諮詢（**Open Public Consultation**）以取得外部意見，做為影響評估（**Impact Assessment**）的一環，對該政策或法案進行可行性評估。多數法案都必須獲得民眾及相關企業支持，執委會才會將其送請歐洲議會審議，待通過後才交由各會員國執行，後續執行情況亦會由執委會權責總署進行觀察（如圖 7），倘於個別會員國有窒礙難行之處也會與該會員國溝通商討解決方案。



圖 7 歐盟政策和法案的規劃與執行

### 三、代表處支持與協助

本次參訓期間，承蒙駐歐盟兼駐比利時代表處同仁諸多幫助，由衷感謝。蔡明彥大使對於我們疫情期間在比利時的生活與工作情形相當關心，亦邀請筆者與勞動部另一位參訓同仁健宇至代表處當面進行會談，對於當地工作與生活可能遇到的問題諸多關切。本訓練案的前後兩位承辦人高小姐與張小姐都非常具有服務熱忱，不管是與歐盟溝通的行政事務或是當地生活的資訊分享，都很熱心提供協助。建議之後前往參訓學員與代表處保持密切聯繫，於深入瞭解歐盟政策及歐盟機構運作方式之餘，並可布建友我人脈，進而深化、廣化並提升台歐盟機構實質合作關係。

此外，由於抵達比利時後並無太長時間安頓生活瑣事，即須投入見習工作，所幸得遇衛生組沈組長、科技組鍾秘書、代表處林小姐及勞動部同仁健宇，協助筆者快速地融入當地生活，並在必要時提供協助與支持，順利完成本次受訓任務，謹此致謝。

### 四、融入在地生活與文化

筆者有幸經本署及財政部推薦，獲經濟與金融事務總署歐元防護處核錄參與本次國家專家專業訓練計畫，行前一方面感到期待，另一方面也感到擔心。擔心的是與我在臺北同住的女兒能否獨立打理照料自己的生活，所幸我的太太給予相當大的支持，女兒一貫的表現也讓我對她很有信心，讓我能夠下定決心參與本次訓練計畫。

因前未曾有在國外生活的經驗，而歐洲是工業革命的起源地，人文思想及著名藝術作品薈萃之處，對於能夠有機會前往歐盟的中樞之地工作及生活，心中

對於此次比利時之行充滿期待。比利時以博物館數量之多聞名全球，從與庶民生活息息相關的洗衣博物館、樂器博物館、充滿知性與藝術的自然科學博物館及皇家美術館，都可以分別從不同面向瞭解比利時當地生活與文化。且布魯塞爾為歐盟總部所在地，彙集來自各會員國的官員及家屬，各個區域皆有其特色，建議可以在安全情況允許下前往體驗不同文化，或參加當地社區公益活動（如圖 8），加速融入在地生活。



圖 8 筆者參加社區環保堆肥製作活動

## 伍、附件


一、國家專家訓練計畫說明

二、政務總署列表

三、居家辦公指引


四、**DG ECFIN** 居家辦公原則

五、結訓證書




**National  
Experts in  
Professional  
Training  
(NEPTS)**

**HR.DDG.B.4**



*Thank you for switching off mobile  
phones and tablets during the  
presentation*



## **NEPT team HR.DDG.B.4**

*Contact by email to functional mailbox*

[HR-ENFP@ec.europa.eu](mailto:HR-ENFP@ec.europa.eu)



## **LEGAL BASIS**

*Commission Decision C(2008)6866  
of 12.11.2008*

*laying down rules on the secondment to the  
Commission of national experts (SNEs) and national  
experts in professional training (NEPTs)*

[http://ec.europa.eu/civil\\_service/docs/regime\\_end\\_en.pdf](http://ec.europa.eu/civil_service/docs/regime_end_en.pdf)



## BASIC INFORMATION

- *Intranet Commission My IntraComm*  
<https://myintracomm.ec.europa.eu/EN/Pages/welcome.aspx>
- *HR intranet SYSPER with personal professional situation*  
<https://www.cc.cec/SYSPER2>



## RESIDENCE FORMALITIES

- **Short-term stay (max. 90 days)**

*If you are not staying in a hotel or boarding house, you have 10 working days (3 working days for non-EU citizens) to go to the Municipality of your Brussels residence in order to make a declaration of arrival and legalize your stay.*

**You will need :**

- *the secondment certificate (in your file)*
- *a valid ID card or passport*

*Based on your nationality, you will automatically receive an "appendix 3ter" (declaration of presence), which is the document that proves your presence on the Belgian territory.*

*This document will be valid for a maximum of three months.*



## RESIDENCE FORMALITIES

- **Long-term stay (90 days and more)**

*If you are not staying in a hotel or boarding house, you have two options :*

- *applying via your Permanent Representation for an ID card*
- *applying to the Maison communale of your Commune (within three months) and requesting an ID card (E model)*

**You will need :**

- *your ID card or passport, your lease contract and some photos*
- *the secondment certificate*
- *the A1 social security form*



## RESIDENCE FORMALITIES

- *Additional information on the site of Brussels Expat Welcome Desk*

*<http://www.blbe.be>*

- *Information on the communes*

*[www.brussels.irisnet.be/about-the-region/the-communes-of-the-region](http://www.brussels.irisnet.be/about-the-region/the-communes-of-the-region)*





## SOCIAL SECURITY AND INSURANCES

- **NEPTs remain covered by the national social security insurance**
  - form A1 to be requested at national social security office proves that NEPT is insured by the national social security
- **Commission's insurance policy for accidents only**
  - at work, way to/from work, private (yourself only)
  - first day to last day of secondment

- **Additional information**

<http://europa.eu/youreurope/citizens/work/social-security-forms>



## ACCESS TO COMMISSION'S BUILDINGS

- **You will need :**
  - for yourself : a certificate for badge (in your file)
  - for your car : the vehicle registration documents (originals)  
**Where ?** DG HR Security Office, rue Montoyer 34, ground floor  
**When ?** 8:30 to 16:30 non stop every day
- **Remarks**
  - badge not valid for other European Institutions except EP
  - no intervention by the Commission for public transport
  - public transport tickets free of charge available in each DG for meetings and airport (missions)
  - possibility to borrow a bicycle for work-related travel  
[https://myintracomm.ec.europa.eu/hr\\_admin/en/transport\\_mobility\\_bxl/Pages/bikes.aspx](https://myintracomm.ec.europa.eu/hr_admin/en/transport_mobility_bxl/Pages/bikes.aspx)



## INFORMATION REGARDING THE LOW-EMISSION ZONE" (LEZ)

*Since 1st January 2018, the Brussels-Capital region is a "Low-Emission Zone" whose access is prohibited to the most polluting vehicles.*

*Failure to comply with the access criteria to the Brussels low-emission zone will result in a fine that will not be covered by the Institution.*

*If you plan to use your personal vehicle for your professional travel to Brussels, we strongly encourage you to read this new regulation by clicking on the following link :*

<https://www.lez.brussels/en/content/affected-vehicles>



## WORKING CONDITIONS

- **Your first day**
  - contact the person whose name is mentioned in the job offer you received from the unit
- **Leaves**
  - basic rights : 2 days / month + official holidays
  - more types of special leaves to be found on Sysper (your HR intranet)
  - contact your leave manager (GECO) for your leave rights
- **Working hours**
  - flexitime hours apply > 40h per week
  - flexibility between 07:00 and 20:30
  - core time to be respected 9:30 – 12:00 and 15:00 – 16:30  
16:00 on Wednesdays & Fridays



## WORKING CONDITIONS

- **Sick leave**
  - if you fall ill or have had an accident and are unable to work, **inform your immediate superior** of your absence as soon as you can during the first hours of your absence, giving details about how long you are likely to be absent, your address and a phone number
  - for all absences exceeding three calendar days, a **medical certificate** is compulsory. This medical certificate has to be sent with your name and staff number to the **Medical Service** (BREY 4/322, Avenue d'Auderghem 45, B-1049 Brussels).
  - Please be aware of the 5-days deadline for sending in a medical certificate, as it will otherwise be rejected. Also bear in mind to keep a copy of it.



## BANK ACCOUNT

- To be reimbursed for mission expenses, a copy of the financial documents (legal entity form and financial identification form) have to be sent before the start of your first mission to the Paymaster's Office (PMO.8) to :

[PMO-BUDGET-PAIEMENT-MASSE-MISSIONS@ec.europa.eu](mailto:PMO-BUDGET-PAIEMENT-MASSE-MISSIONS@ec.europa.eu)

- Do not forget to date and sign both documents



## END OF SECONDMENT PERIOD

- **Your training report and the superior's training report :**
- *HR.B.4 will send you the templates. Fill in yours and do not forget to mention your future email address on it. Ask your Advisor / Head of Unit to fill it in.*

*Both reports (.pdf) have to be sent by email to the NEPT sector ([HR-ENFP@ec.europa.eu](mailto:HR-ENFP@ec.europa.eu))*

*A certificate of end of secondment will be delivered to you only once both reports have been received by the NEPT sector.*

- **Your badge :** *hand it in at the Security Office before leaving the Commission (MO34 – 8:30 to 16:30)*



## MISCELLANEOUS

- **Secondment certificate :** *keep the original, send out copies*
- **Financial documents :** *keep the originals, send out copies to PMO before going on first mission*
- **Social security form A1 :** *keep the original, send out copies when requested by commune, hospital, Belgian social security, ...*
- **For any question,** *contact the colleagues in the following order :*
  1. *the colleagues in your unit*
  2. *The NEPT sector : [HR-ENFP@ec.europa.eu](mailto:HR-ENFP@ec.europa.eu)*



## USEFUL LINKS

- **INTERNAL**

- NEPTs rights, obligations, working conditions : MyIntracomm, webpage for SNEs  
[https://myintracomm.ec.europa.eu/hr\\_admin/en/external\\_staff/nat\\_expert/Pages/index.aspx](https://myintracomm.ec.europa.eu/hr_admin/en/external_staff/nat_expert/Pages/index.aspx)
- DG HR Welcome Office (accommodation, legal service, etc.)  
[HR-BXL-WELCOME-OFFICE@ec.europa.eu](mailto:HR-BXL-WELCOME-OFFICE@ec.europa.eu)  
[https://myintracomm.ec.europa.eu/hr\\_admin/en/welcome-office-bxl/Pages/index.aspx](https://myintracomm.ec.europa.eu/hr_admin/en/welcome-office-bxl/Pages/index.aspx)

- **EXTERNAL**

- the Expat Welcome Desk : assistance with any practical or legal problem that may arise with the Belgian administration during your stay  
[www.commissioner.brussels](http://www.commissioner.brussels)  
63 avenue d'Auderghem, 1040 Brussels  
Phone 02 / 430.66.14



**QUESTIONS ?**

**SUGGESTIONS ?**





歐盟執委會政務總署列表

|    |                         |    |                       |
|----|-------------------------|----|-----------------------|
| 1  | 農業與鄉村發展總署<br>DG AGRI    | 18 | 人力資源及安全總署<br>DG HR    |
| 2  | 預算總署<br>DG BUDG         | 19 | 資訊總署<br>DG GIGIT      |
| 3  | 氣候行動總署<br>DG CLIMA      | 20 | 成長總署<br>DG GROW       |
| 4  | 通訊總署<br>DG COMM         | 21 | 國際夥伴關係總署<br>DG INTPA  |
| 5  | 通訊網絡及科技總署<br>DG CONNECT | 22 | 筆譯總署<br>DG DGT        |
| 6  | 競爭總署<br>DG COMP         | 23 | 聯合研究中心<br>DR JRC      |
| 7  | 國防產業及太空總署<br>DG DEFIS   | 24 | 司法與消費者保護總署<br>DG JUST |
| 8  | 經濟與金融事務總署<br>DG ECFIN   | 25 | 海洋事務及漁業總署<br>DG MARE  |
| 9  | 文教總署<br>DG EAC          | 26 | 移民及內政總署<br>DG HOME    |
| 10 | 就業、社會事務及包容總署<br>DG EMPL | 27 | 流動與運輸總署<br>DG MOVE    |
| 11 | 能源總署<br>DG ENER         | 28 | 區域及都市政策總署<br>DG REGIO |
| 12 | 環境總署<br>DG ENV          | 29 | 稅務暨關務總署<br>DG TAXUD   |
| 13 | 歐盟人道援助總署<br>DG ECHO     | 30 | 結構改革支持總署<br>DG REFORM |
| 14 | 鄰邦政策及擴展貿易總署<br>DG NEAR  | 31 | 研究創新總署<br>DG RTD      |
| 15 | 歐盟統計總署<br>DG EUROSTAT   | 32 | 貿易總署<br>DG TRADE      |
| 16 | 金融總署<br>DG FISMA        | 33 | 口譯總署<br>DG SCIC       |
| 17 | 衛生及食品安全總署<br>DG SANTE   |    |                       |



EUROPEAN COMMISSION  
DIRECTORATE-GENERAL  
HUMAN RESOURCES AND SECURITY

# **GUIDELINES ON TELEWORKING IN COMMISSION DEPARTMENTS DURING THE COVID-19 PANDEMIC**

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**31 December 2020**  
**Replaces version 5 with effect from 30 October 2020**



## 1. INTRODUCTION

The Commission's decision to put almost its entire staff into telework mode in the context of the COVID-19 pandemic, in line with the drastic containment measures adopted by the host Member States, was unprecedented.

By doing so, the Commission has been fulfilling its responsibility to help bend the curve and prevent the virus spreading further, while ensuring business continuity and adopting solutions to efficiently and effectively perform our work remotely.

In order to ensure the safety of its staff, the Commission devised an action plan in several phases, communicated to Commission staff by the Director-General of DG HR on 29 April<sup>1</sup>, to allow a gradual and secure return to a "new normal". The action plan has progressive phases triggered in line with the measures taken by the host Member State and with the recommendations of the relevant health authorities (WHO, ECDC) and of the Commission Medical Services. The action plan also foresees the possibility to revert to a previous phase, as long as the epidemiological situation in the host countries of the Commission sites worsens.

Phase 1 was triggered on 25 May based on a positive evolution of the sanitary situation. Since then, the rules of presence at the office have been progressively relaxed in line with the measures adopted at national level. However, the sanitary situation has significantly worsened in the past weeks and most Member States, including the main host Member States of the Commission, have adopted stringent measures. In this context and in line with the above-mentioned action plan, a return to Phase 0 is necessary (the "period concerned").

## 2. SCOPE

These guidelines set out the principles common to all Commission departments during the period concerned. They apply to officials, temporary agents, and contract agents. They also apply *mutatis mutandis* to seconded national experts and, without prejudice of specific rules applicable to them, bluebook trainees.

These guidelines do not apply to staff working in EU Delegations, as they fall under the competence of the European External Action Service for such matters.

These guidelines do not apply directly to staff working in the Commission Representations and the JRC sites, except for the point 5.3 below. Based on Commission Decision C(2006)1623 establishing a Harmonised Policy for Health and Safety at Work, for health and safety aspects, the Director-General of DG COMM is responsible for all Commission Representations and the Director-General of the JRC is responsible for all JRC sites.

These guidelines do not apply to contractors (*intra muros* service providers, cleaning staff, security guards, staff working in the canteens/cafeterias, etc.). Specific provisions are communicated to them by responsible services.

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<sup>1</sup> See <https://myintracomm.ec.europa.eu/coronavirus/Pages/summary-action-plan.aspx>

### 3. BACKGROUND

Teleworking is a method of organising and carrying out work using information and communication technology that allows staff to perform their duties outside the workplace.

Given the force majeure situation, DG HR is empowered, on the basis of Article 4(5) of the Decision on telework, to request staff members to telework.

Likewise, under the Decision on Working Time, DG HR is competent to adopt detailed provisions and practical procedures to adjust or complement working time provisions.

### 4. APPLICABLE ARRANGEMENTS

The arrangements defined under the present Guidelines shall apply during the period concerned.

The present Guidelines supersede already existing structural teleworking agreements or already approved specific occasional teleworking days concluded on the basis of Commission Decision C(2015) 9151 on the implementation of telework in Commission Departments<sup>2</sup>.

#### 4.1. Telework is the norm

- a) **Staff not performing critical/essential tasks** have to telework for the entire period concerned.
- b) **Staff performing critical/essential tasks** shall, as a rule, telework but may come the office where needed in the interest of the service, with the explicit and prior agreement of their line manager, or on his/her request, and subject to the rules set out in point 4.2.

Staff whose tasks are not compatible with telework shall be considered as critical/essential staff.

Even if performing **critical/essential tasks**, staff may not be required to come to the office, even where this would be needed in the interest of the service, in the following instances:

- if they have a condition that increases the risk of an adverse outcome of COVID-19<sup>3</sup>;

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<sup>2</sup> Specific occasional teleworking arrangements implemented for staff based Ispra prior to 16 March 2020 remain applicable until their normal expiry date. After that date, the teleworking arrangements defined in the present Guidelines shall apply.

<sup>3</sup> This includes the following conditions:

- a. pregnancy (regardless of gestational week);
- b. adults as of 60, as recommended by the inter-institutional medical board with due consideration that according to ECDC risk assessment the likelihood of hospitalisation, severe illness and death increases in persons over 65 years of age (<https://www.ecdc.europa.eu/en/publications-data/rapid-risk-assessment-coronavirus-disease-2019-covid-19-pandemic-eighth-update>);
- c. chronic cardiovascular disease (coronary heart disease, congestive heart failure, cardiomyopathy, stroke);

- if they have a mobility impairment (physical or visual);
  - if they have children under 13 years or dependent children with a disability who are not able to attend school or go to kindergartens because these facilities are partially or totally closed due to the COVID-19 pandemic, or because they are subject to quarantine measures;
  - in exceptional circumstances, based on an opinion of the Medical Service and provided that it is compatible with the interests of the service, if they live with a person who has a condition that increases the risk of adverse outcome of COVID-19.
- c) In very exceptional and well-defined circumstances, especially for tasks linked to the management of the coronavirus crisis and for key services needing to ensure business continuity, **certain critical/essential staff** may be required to come to the office at all times. The decision to grant a derogation from the shift system is taken by the Director-General for Human Resources & Security (DG HR). All decisions already adopted in that respect by DG HR under the previously applicable guidelines continue to apply. However, derogations adopted at DG/Service level are no longer applicable, unless explicitly confirmed after the entry into force of the present Guidelines by DG HR.

#### 4.2. Organisation of weekly shifts

Critical staff coming to the office in accordance with point 4.1, under b), shall do so in weekly or half-weekly shifts. All critical staff are divided into two teams to avoid the disruption of critical function by ensuring the necessary physical distancing between critical colleagues. Each DG or service shall determine whether the appropriate level for this division is at unit, team or sector having due regard to physical distancing.

In practice, this means that part of the colleagues may work in the office one week or half week while the other part teleworks. Subsequently, the colleagues switch. The working shifts are subject to the following principles:

- i. When dividing staff members into teams, priority shall be given to separating colleagues sharing the same office or, in open spaces, colleagues sitting directly next to each other.
- ii. To ensure that the measure is effective, staff should **not enter Commission premises** during their teleworking shift.
- iii. The shift system does not apply in the cases referred to in point 4.1, under c).

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- d. chronic obstructive or restrictive lung disease, severe asthma, obstructive sleep apnoea;
  - e. immunosuppressive conditions (with active malignancy, or receiving chemotherapy or long-term steroids or other immune-modifying treatment);
  - f. hypertension or diabetes, when accompanied by complications (i.e. simple diabetes or hypertension, well controlled under medication, are not included);
  - g. chronic kidney or liver or hematologic or neuromuscular or autoimmune disease; infectious diseases: chronic hepatitis B, chronic hepatitis C that has not responded to treatment;
  - h. people who are very obese, with a Body Mass Index (BMI) of 40 or higher, or significantly underweight (BMI < 18.5).

### **4.3. Self-quarantine measures**

- a) Staff members falling into one of the below categories shall not come to the office and shall self-quarantine at home:
- Staff confirmed COVID-19 or presenting any symptoms compatible with COVID-19 (see [the list of symptoms](#)), including staff who were denied entry to Commission premises following a temperature check, must stay at home. The [usual rules on sick leave apply](#). Staff who are not on sick leave should telework, where compatible with the nature of their duties.
  - Staff who have been in close contact with a confirmed COVID-19 patient, as defined in the [Medical Protocol](#), or who is required by the national rules to undergo a test, until the result of such test. Telework applies, as a rule, for a duration that is in line with the rules applicable in the host Member State or as long as medically necessary.

Staff (even if asymptomatic) living with a confirmed COVID 19 person or a person (e.g. spouse, child, roommate...) with COVID-19 symptoms. Telework applies for the period required, based on medical advice. In the above-mentioned cases, staff has to follow the medical protocol.

- b) In the specific case of staff who are required to quarantine after a private trip to a specific area, in line with the national rules applicable in the host Member State, have to telework for the period corresponding to the quarantine, unless the presence of the staff member is required for service needs.

If the nature of the duties is incompatible with teleworking: the staff member shall come to the office. However, if he/she is covered by one of the exceptions under point 4.1 (b), second paragraph and does not want to come to the office, he/she shall take annual leave until the end of the quarantine, unless placement on quarantine was unforeseeable by the staff member, in which case he/she shall be entitled to special leave.

### **4.4. Special leave**

Staff referred to under 4.1, a) and b), and under 4.3 a), whose tasks are not compatible with telework and who are not on sick leave, will be granted special leave for the time they are not present in the office.

Special leave is also granted to staff members who are unable to perform their duties because they have to care for a dependent child with disability whose usual schooling/care arrangements are closed/unavailable. In principle, this applies to children for whom double child allowance has been granted. However, in duly justified circumstances, special leave may be granted to staff who have not been granted double child allowance for their child with disability.

### **4.5. End-of-year permanence**

For staff assigned by their line manager to the end-of-year permanence, the necessity to perform duties at the office will be assessed on a case-by-case basis by their line manager. If the interest of the service does not require presence at the office, the line

manager may authorise the staff member to telework during this period. The compensation provided for in point III.g of Commission Decision C(2013)9051 on leave will apply to all staff ensuring the permanence, irrespective of whether they worked at the office or at home.

## 5. IMPLEMENTATION OF TELEWORK

### 5.1. Telework

#### *a. Principles*

Under these guidelines, no request for telework is needed in Sysper.

When teleworking, staff needs to be reachable. Staff who do not use Skype for Business have to transfer their office telephone line.

However, this does not mean that staff members should be permanently online during working hours. Staff may work offline, for example, when drafting a document or reading a file. The time spent will count as working hours.

#### *b. Place of telework*

Telework shall in principle be carried out at the place of employment and staff should, in principle, telework from home, i.e. their usual place of residence. They should be able to **reach their workplace in a reasonable time (within a couple of hours)** if their presence is required at the office due to an emergency or an unforeseen need of the service.

Teleworking from outside the place of employment is in principle forbidden, unless this is a neighbouring country in a location that is close to the place of employment.

By way of exception:

- Staff whose spouse, recognised partner and/or underage dependent child(ren) or adult dependent child(ren) with a disability reside permanently in another Member State may telework from there in order to be with their family.
- Staff who have been granted special leave for serious illness of a family member may be allowed to telework from the place of residence of the relative who needs their care, immediately after the end of the special leave.

These two exceptions require the agreement of the line manager, which can only be granted if compatible with the interest of the service. The exceptions only apply during travel restrictions linked to COVID-19 when entering/leaving the place of employment and/or the country where the staff member's spouse, underage dependent children and/or sick family member have their residence. The return to the place of employment is mandatory, as soon as travel restrictions are lifted.

- In situations where the Commission or the national authority acknowledge that there is strong evidence that the national health system of the host country is not able to ensure proper health care and treatment of staff members and their families, due to the COVID-19 outbreak, the Director-General of DG HR may

grant case-by-case derogations and/or generic derogations, especially for vulnerable staff, to allow telework from outside the place of employment.

- Staff may be authorised by their line manager to telework from abroad as of 10 December and until the start of the end-of-year period of the Commission (24 December). Such authorisation is granted provided that it is compatible with the interests of the service and that the staff's tasks can be performed remotely. This period corresponds to 14 calendar days, which will cover the quarantine period imposed in certain Member States and in any case give the possibility to staff to self-isolate before reuniting with their family.
- Staff who are unable to return to their place of employment due to travel restrictions imposed by the national authorities of the country of destination or of arrival should telework from this location to the extent possible and have the obligation to be equipped with the necessary equipment (laptop). They shall take annual leave if teleworking is not possible (except where such staff could not have possibly foreseen the imposition of a quarantine due to its stay in that specific area (e.g. unexpected change of risk assessment by national health authorities). Those staff members shall take all reasonable steps to return to their place of employment as soon as the national travel restrictions are lifted.

In general, the Commission counts on staff's individual sense of responsibility when deciding to travel. Staff should be well informed of and strictly abide by any instructions issued by the competent authorities of the countries of departure and arrival.

## **5.2. Time recording**

### ***a. Recording working hours***

Identical rules on recording working hours apply during the entire period concerned, irrespective of telework or presence in the office.

In practical terms, this implies the following:

- Staff have to record their daily working hours in Sysper by selecting 'work at the workplace'.
- Work done outside the bandwidth<sup>4</sup> is to be considered as work at the workplace, implying that it is considered as working time, unless the line manager objects.
- Under the present circumstances, which continue to qualify as *force majeure*, the limitation to 8 working hours for a teleworking day does not apply. A total of 10 working hours per day may be recorded, including for staff working part-time. Staff who had already been granted teleworking days under the normal teleworking regime may also register more than 8 and up to 10 working hours. However, this requires that they (i) withdraw the teleworking arrangements for the specific day(s) with more than 8 working hours and (ii) manually encode the hours actually performed as "work at the workplace". Staff with structural teleworking agreements should only withdraw the specific days they wish to

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<sup>4</sup> The bandwidth is between 7:00 and 20:30 Monday to Friday.

manually encode and not request to ‘withdraw’ from the entire agreed arrangements.

- In the event of connectivity issues still arising during the telework shift, staff should conduct tasks that can be performed offline, which shall fully count as working time. If, due to connectivity issues, they have not worked a standard 8-hour working day, staff are exceptionally authorised to fill in their timesheet as if they had worked 8 hours.

#### ***b. Core time and caring for children***

Core time, i.e. the period during which, as a general rule, staff must be present, remains from 9:30 to 12:00 and from 15:00 to 16:30 (16:00 on Wednesdays and Fridays)<sup>5</sup>. This also applies during telework.

In individual cases, the hierarchical superior may adjust core time at the request of a staff member, if compatible with it is the interest of the service. In doing so, the hierarchical superior shall take into consideration the current specific circumstances. Specific attention shall be given to the situation of staff with a disability.

For staff whose child(ren)’s school/*garderie*/kindergarten facilities are closed or whose children have to stay at home due to quarantine measures, and who thus need time during the day to home-school their child(ren)/or care for young child(ren), should inform their line managers. Line managers shall offer derogations to the core time to the extent needed for the staff member to care for his/her child(ren). The line manager and the staff should agree on the core tasks to be performed and the necessary availability during this period. Specific consideration will continue to be given to staff who need to care for a child with special needs/a disability.

#### ***c. Offsetting of excess working time and carry-over***

While, in principle, any credit balance exceeding 20 hours at the end of the month is automatically reduced to 20 hours, and carry-over may only be used during the following month, maximum flexibility will be given to staff working many extra hours because of the COVID-19 crisis. Line managers shall authorise their credit balance to exceed 20 hours, and staff will be able to adjust the balance over a period of 6 months as of the notification of the end of the specific working arrangements due to the COVID-19 pandemic.

### **5.3. Home office equipment**

In accordance with Article 1e(2) of the Staff Regulations, staff members shall be accorded working conditions complying with appropriate health and safety standards. This provision is further reflected in Article 9(1) of the Decision on telework, which states that teleworkers should be progressively provided with at least a laptop computer. Along the same lines and given the situation of force majeure that required DG HR to impose mandatory telework for all staff over an extended period of time, DG HR will implement measures to enable teleworkers to work in conditions equivalent to those of an office in line with its duty of care.

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<sup>5</sup> With certain exceptions already implemented for certain sites or DGs/Services.

Taking into consideration the urgency of the situation and the existing movement and physical distancing restrictions in the host Member States, providing in natura equipment to staff would incur a series of difficulties and risks.

For these reasons, the Commission will reimburse staff for costs incurred for home office equipment purchased from 9 March 2020 until 31 January 2021. The request for reimbursement shall be submitted at the latest on 15 February 2021.

This will cover the purchase of a computer screen and/or an office chair.

Staff shall be reimbursed on the basis of an invoice or proof of payment up to a ceiling of 150 Euros for a computer screen and 200 Euros for an office chair. From the invoice or proof of payment it should be clear that the aforementioned type of equipment was purchased. This ceiling is established on the basis of the average price that the Commission spends for procuring similar equipment. All necessary information on the procedure of reimbursement will be communicated to staff. Staff whose tasks cannot be performed via teleworking will not be eligible.

The Commission will not be obliged to provide office equipment of the same type for home office use for 5 years to staff who will benefit from this reimbursement option. A respective declaration will have to be signed and sent to the service that will be treating the requests for reimbursement together with the necessary invoice or proof of payment. In this declaration, staff shall also declare that they do not dispose of an office screen and/or office chair of Commission property at home and that they undertake the obligation not to sell the reimbursed equipment, as its purpose is to support them during teleworking, also in the future.

Staff who choose not to use this option at this stage will be eligible for a future Commission scheme to support them during teleworking.

The above mentioned measures do not apply to trainees and NEPTs, as they only work at the Commission for a short period of time, nor do they apply to service providers, as they are not covered by the scope of the present guidelines.

If temporary, contract agents or SNEs, who will benefit from this reimbursement scheme, leave the Commission's service before 5 years are completed from the time of the purchase of the equipment, there will be a proportionate reduction of the Commission's reimbursement upon the end of their employment or secondment with the Commission. However, this reduction does not apply in case of invalidity, pension or death.





EUROPEAN COMMISSION  
DIRECTORATE GENERAL  
ECONOMIC AND FINANCIAL AFFAIRS

# Working from home – managing digital overload

## Some good practice guidelines for ECFIN staff and managers 23/4/2021

Since the first lock-down and the start of generalised teleworking in March 2020, productivity and effectiveness of colleagues has remained very high. However, the recent survey of ECFIN staff showed that whilst, overall, we are coping relatively well, the current way of working also comes with certain challenges. In particular, we find it more difficult to disconnect. We also miss our families, friends and colleagues. These challenges are primarily due to the very heavy workload and extremely tight deadlines generated by the Covid-19 response, and are amplified by fact that we are operating fully on-line.

Teleworking arrangements during this particular period allow people to work on their files individually, with significant flexibility as to the working hours. However, we see from experience that there are steps we could take that would help to reduce the impact of the digital load. The guidelines below are meant to help us better manage the current situation. They are not a solution to all problems, but can help us to better differentiate between private life and work, and preserve a better balance as far as compatible with current workload. As the situation evolves, the guidelines may have to be adjusted as well. In parallel, we will need to look carefully at prioritisation and task allocation in our teams and across the DG.

We fully recognise that every person has his/her own level of resilience and resistance to stress. We therefore encourage all managers and colleagues to be attentive to signs that can indicate that we, or those around us, are coping less well. These may include physical, emotional, intellectual and behavioural changes as explained [here](#), and often it is others who spot these first. If you notice that you (or your colleagues) are experiencing these signs on a frequent basis, please reach out for support (or encourage them to), to your manager, our HR team or the Commission's [psychosocial team](#).

## 1. PRESERVING DIGITAL-FREE TIME

- **Where possible, colleagues should avoid organising meetings between 12h30-14h00, before 9h00 or ending after 18h00.** If you need to fix a meeting outside normal working time, check with colleagues beforehand on their availability wherever possible.
- **Collectively, the aim is to try to preserve some digital-free time,** particularly in the evenings and at weekends. Colleagues may organise their working time according to their individual circumstances but are not expected to be “on call” outside their usual working hours. In case a message requires reaction outside usual working hours, this needs to be explicitly indicated, and recipients should be warned in advance or by another channel that such request may or has come up.
- **Teams are encouraged to reflect together on and implement** good practices to preserve and manage their digital free time. This could include:
  - Sharing information about individual work patterns and availability (for example for colleagues with family responsibilities or other flexibility requirements). Marking in your calendar the times during core hours when you will not be available (in agreement with your manager).
  - Making active use and respecting the Skype “traffic lights” to indicate availability. When you have finished your working day, switch off your computer, and Skype will show you are disconnected.
  - Agreeing on a weekly “meeting free zone”, possibly at Directorate level to provide a guaranteed weekly timeslot for other types of work. This does not exclude meetings with other Directorates, DGs and external stakeholders if necessary or urgent.
  - Agreeing on the use of Signal, or a phone call, to alert colleagues to any emergency that requires rapid reaction.
  - Sharing the calendar with the members of the team may improve the organisation of meetings and make it easier for you to manage your personal time (for example over the lunch break).
- **Making sure that you schedule time for yourselves!** Taking regular short breaks during the day and logging off during your lunch, while ensuring back-up if necessary. Reserve this time in your outlook calendar. be kind to yourself and talk to your boss or colleagues if you need help, and be there to help your colleagues too

## 2. EMAIL ETIQUETTE AND GOOD PRACTICE

Since, during this period of teleworking, email is the main tool for work and communication, colleagues are encouraged to actively consider their use of email, for example:

- o **Thinking about whether you really need to send an email.** Could it be a phone or video call instead? Could it wait until the next conversation or routine scheduled meeting?

- **Avoiding sending or copying emails to more people than necessary.** Use distinctively the “to” and “cc” options to help reduce overburdening with emails, while ensuring that concerned colleagues feel included. Check that everyone really needs to be on the thread, while considering also the benefits of wider information-sharing. Do not automatically “reply to all”.
- **Being clear about what you want from the recipient of the message.** Add “for action” or “for decision/for approval” (with a deadline) or “for information” to the subject as appropriate. (eg. “FOR DECISION - DDL: 10/12/21 @16.00 – [title]”) and ensure that the title captures the content of your email. Ensure that the subject line is still relevant in long email threads.
- **Being clear on the reaction time.** Set clear and reasonable deadlines for the actions required. The deadlines should be also reflected in the subject of the email, especially if there is a short deadline. In setting deadlines for others, be realistic and considerate, and take into account the real level of urgency or necessity.
- **Being aware of timing.** Does this email really need to be sent outside working hours? Could it be prepared as a draft instead and sent in the morning, or using the “delay delivery” option.
- **Being attentive to the tone of your email.** Sending emails is more than just transmitting information: it is about managing a work relationship remotely. Choosing your words carefully can help to nuance your message and convey the friendliness that you would usually express in a phone or face-to-face conversation. And why not start your email by asking your colleague how they are?

### 3. BEST PRACTICE TIPS FOR ORGANISING ON-LINE MEETINGS

In order to limit the time spent in meetings and ensure that they are as efficient as possible:

- **Consider first whether you really need a meeting,** only organising formal meetings when necessary and you have a clear idea about the questions to be raised and expected outcome.
- **Think and be clear about whose attendance is really required** (to contribute to the discussion/outcome or needing the input to work on the file) and those whose attendance should be optional, while maintaining the principle of the “expert in the room”, whereby the main colleagues working on the file are included.
- **Where possible, schedule meetings sufficiently in advance** to allow colleagues to properly prepare their files and input and make any necessary arrangements allowing them to attend. This is all the more important if, for operational reasons, the meeting has to be organised outside of the recommended timeframe.
- **Make an effort to have shorter meetings** (15 or 30 minutes is often sufficient). Check the participants’ calendars for clashes before scheduling the meeting to avoid that meetings are organised back-to-back. Preferably, allow 15 minutes between meetings.
- **Plan and manage meetings efficiently** with a clear agenda and objectives, and stick to the planned timing.

- **Close the meeting by summarising operational conclusions and next steps.** Circulate a short concise summary of meetings with external parties and highlight actions expected for follow-up and by whom.



EUROPEAN COMMISSION  
DIRECTORATE-GENERAL  
HUMAN RESOURCES AND SECURITY  
Directorate HR.DDG.B : Talent Management & Diversity  
Career Management & Mobility

Brussels, 07/04/2021  
HR.DDG.B.4/GL

## CERTIFICATE

It is hereby certified that Mr Hsu-Min SU

Date of birth : 30/04/1977

Nationality : Taiwanese

is in unpaid professional training at the European Commission, in Brussels, in accordance with the Commission Decision laying down the rules applicable to national experts and national experts in professional training seconded to the Commission services.

EMPLOYER : Ministry of Finance (TAIPEI CITY 10341)

STATUS : Civil servant - Central state

PERIOD : seconded to the Commission from 16/03/2021 to 15/06/2021

Throughout the secondment as National Expert in Professional Training, the above-mentioned person remains in service paid by his employer and remains subject to the social security legislation applicable to the organisation that employs him and is responsible for expenses incurred abroad.

The above-mentioned person does not receive any subsistence allowance, family allowance or education allowance from the European Commission.

Guillaume LAPLATTE  
Head of Unit

